LABOUR PROGRAM

Workplace Gazette

Volume 6, No. 3

An Industrial Relations Quarterly

Fall 2003

- Employee Assistance Program for the Service de police de la Ville de Montréal
- Life-Long Learning System within the Quebec Construction Industry
- Job Quality in the Non-Profit Sector

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AT A GLANCE

The *Workplace Gazette* presents a wide range of information and analysis to meet the ever-changing needs of the industrial relations community. Its purpose is to provide a sound base for research in support of the bargaining process.

The *Workplace Gazette* includes information and analysis on wage adjustments, collective agreement provisions, innovative workplace practices, work stoppages, upcoming key negotiations and other related topics.

The Fall 2003 issue includes second quarter data for 2003 on wage adjustments in major collective agreements, both current and historical, by public and private sectors, by region, by jurisdiction and by major industry. Also, included is a listing of major settlements reached in the second quarter 2003. Wage settlements for the first six months of 2003 are provided. This issue reports information on work stoppages for the second and first quarters of 2003 and also offers recent data on union membership in Canada from the annual survey of labour organizations conducted by the Workplace Information Directorate. An overview of selected provisions features the provisions linked to workplace absenteeism. Innovative practices in the workplace resulting from collective bargaining are summarized.

An article by K. McMullen and G. Schellenberg provides an account on job quality in the non-profit sector. A report by J. Charest and C. Dubeau describes the structure of the life-long learning system within the Quebec Construction Industry. A case study describes the employee assistance program for the officers of the Service de police de la Ville de Montréal. The winners of the 2003 Employment Equity Merit Awards are profiled.

Recent changes in Canadian Labour Laws focus on adopted bills, regulations and other statutory instruments. The Departmental Library is offering reading material on adapting to workplace change.

Finally, Yesterday and Today reviews escalator provisions and cost-of-living adjustments.

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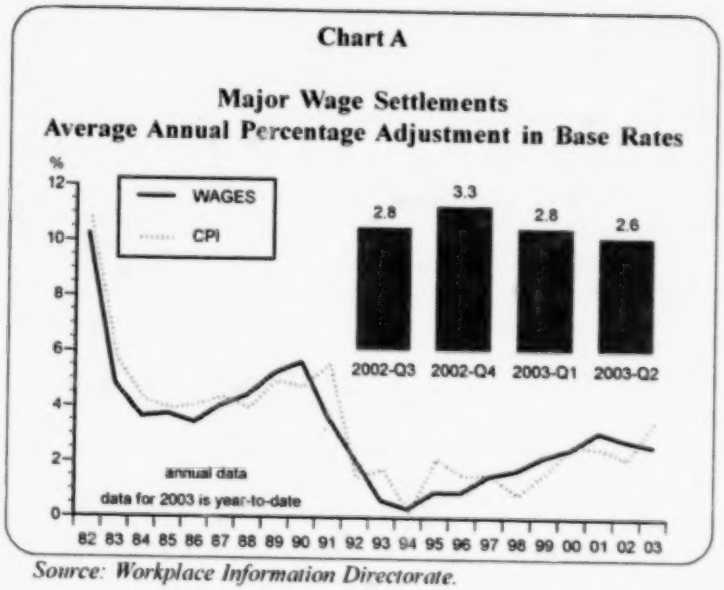
MAJOR WAGE SETTLEMENTS*

Second Quarter 2003

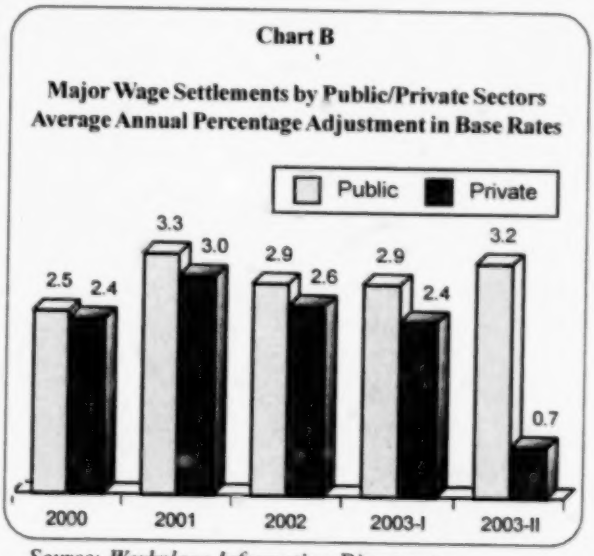
Summary

- Major collective bargaining settlements reached in the **second quarter 2003** provided base-rate wage increases averaging **2.6 per cent** annually over the contract term. This is lower than the 2.8 per cent figure recorded in the previous quarter and for the year 2002 as a whole. The second quarter 2003 results are based on a review of 133 settlements reached in the period, with a coverage of 239,420 employees.



Source: Workplace Information Directorate.

- When the parties to the second quarter settlements previously negotiated, contract duration averaged 30.7 months, and the resulting wage adjustments averaged 2.9 per cent, compared to 2.6 per cent in the current round of settlements and an average contract duration of 32 months.
- Wage increases in the first six months of 2003 (January to June) averaged 2.6 per cent for 347,070 employees in 220 major settlements.



Source: Workplace Information Directorate.

Public and Private Sectors

In the second quarter 2003, the majority of agreements settled (76.7%) and employees covered (75.5%) were in the public sector. Wage

* Major settlements are those involving bargaining units of 500 or more employees. All wage rate adjustments over the term of these agreements, including those arising from cost-of-living clauses (COLA), are taken into account. The yield of such COLA clauses is estimated on an assumed 2.0 per cent annual increase in the Consumer Price Index.

increases in the **public sector** averaged **3.2 per cent** for 180,850 employees in 102 agreements and in the **private sector, 0.7 per cent** for 58,570 employees in 31 agreements.

The private-sector figure was more moderate due in large part to three Air Canada agreements providing 28,530 employees with a wage freeze or wage reductions averaging -0.5 per cent over the life of the contracts. Excluding Air Canada, the remaining private sector agreements averaged 1.9 per cent in the second quarter. The three Air Canada settlements involved the flight attendants, the customer service employees and the technical employees.

Region/Jurisdiction

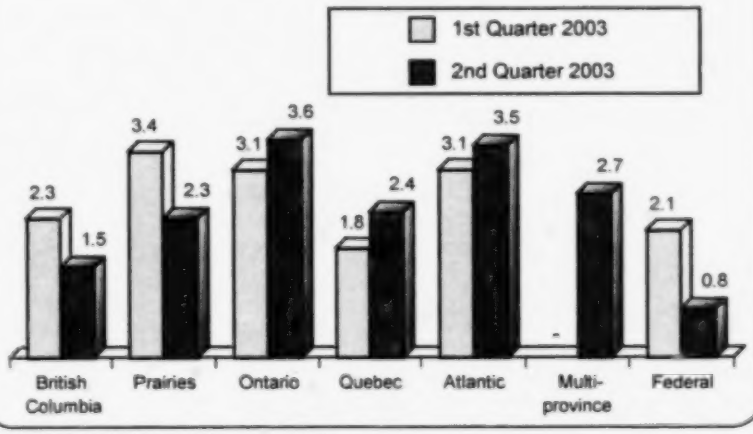
On a regional/jurisdictional basis, the largest average wage increase and the largest concentration of employees were both in Ontario; wage gains averaged 3.6 per cent for 112,800 employees in 75 agreements; a large number of the Ontario agreements were in the health and education sub-sector. The smallest increase was in the Federal jurisdiction at 0.8 per cent, due mainly to the three Air Canada settlements mentioned above. Wage adjustments in the Prairie Provinces averaged 2.3 per cent; which included Saskatchewan at 2.6 per cent, Alberta at 2.5 per cent and Manitoba at 2.0 per cent. In the Atlantic Provinces, wage increases averaged 3.5 per cent for 1,430 employees in only two agreements (Hershey Chocolates Inc. in Nova Scotia at 3.1 per cent and Noranda Inc. in New Brunswick at 3.8 per cent). In Quebec, wage increases averaged 2.4 per cent for 34,580 employees in 19 agreements. There were three Multiprovince agreements providing 2,100 employees with wage increases averaging 2.3 per cent. In British Columbia, 10 agreements provided 9,630 employees with wage gains averaging 1.5 per cent.

Industries

On an industry basis, the largest increase in the second quarter was in **primary industries (3.8 per cent)** but the sector's entire coverage was for only 730 employees in a single agreement. The second largest wage gain (at 3.5 per cent) and the largest concentration of agreements (83 of 133 contracts) and employees (49.6% of all workers) was recorded in **education, health and social services** sector. The smallest wage gain was in the **transportation** sector at 0.3 per cent, due mainly to the three Air Canada settlements. In descending order of magnitude, the remaining industry averages were: **entertainment and hospitality** sector, **3.3 per cent**

Chart C

Major Wage Settlements by Region/Jurisdiction
Average Annual Percentage Adjustment in Base Rates

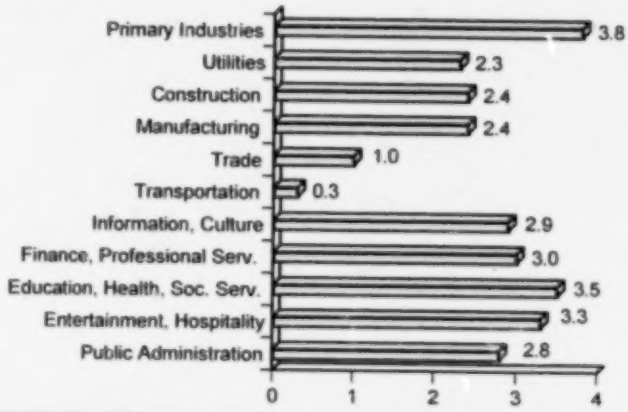


Source: Workplace Information Directorate.

for 520 employees in a single agreement; **finance and professional services** sector, **3.0 per cent** for 740 employees in a single agreement; **information and culture, 2.9 per cent** for 3,550 employees in 3 agreements; **public administration, 2.8 per cent** for 33,230 employees in 10 agreements; **construction, 2.4 per cent** for 1,110 employees in 2 agreements; **utilities, 2.3 per cent** for 20,390 employees in 8 agreements; and **1.0 per cent** in **trade** with 12,490 employees in 6 settlements.

Chart D

Major Wage Settlements by Industry
Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate.

Wage Distribution

In the second quarter 2003, 21,470 employees in two settlements (9.0 per cent of all employees in the quarter's 133 settlements) were subject to wage rollbacks, and 13,660 employees in four settlements (5.7 per cent of all employees) were subject to a wage freeze. In contrast, only 8,980 employees (0.9 per cent of all employees in the year's 368 settlements) in five settlements reached in all of 2002, were subject to wage freezes; there were no wage cuts.

Distribution of Agreements and Employees by Range of Wage Adjustments

	Agreements		Employees	
Adjustment Range	Number	Percentage	Number	Percentage
Less than %	2	1.5	21,470	9.0
% (no increase)	4	3.0	13,660	5.7
Over 0% - 0.9 %	4	3.0	2,450	1.0
1.0% to 1.9%	6	4.5	13,700	5.7
2.0% to 2.9%	36	27.1	59,620	24.9
3.0% to 3.9%	54	40.6	97,020	40.5
4.0% to 4.9%	25	18.8	29,720	12.4
5.0% to 5.9%	1	0.8	780	0.3
6.0% to 6.9%	1	0.8	1,000	0.4
ALL LEVELS	133	100.0	239,420	100.0

Note: Due to rounding, percentages may not always equal 100 per cent.

Source: Workplace Information Directorate.

The incidence of wage freezes and wage rollbacks had declined gradually since 1994. The sudden increase in the incidence of wage freezes and wage rollbacks in the second quarter of 2003 is due in large part to the three Air Canada settlements mentioned previously. Canada Safeway's retail employees in Manitoba were also subject to a wage freeze, as were the clerical, service and maintenance employees with the University of British Columbia, in two separate agreements.

For 65.4 per cent of all employees in the second quarter 2003, wage increases fell in the 2.0 to 3.9 per cent range, compared to 77.5 per cent of employees receiving increases in that range last year.

At the upper end of the wage-gain scale, 13.1 per cent of all employees received wage increases of 4.0 per cent or more in the second quarter, compared to 12.6 per cent of employees in 2002 settlements.

At the lower end, 6.7 per cent of all employees in the second quarter 2003 received wage increases of 0.1 per cent to 1.9 per cent, whereas in the previous year, 9.0 per cent of employees were in that range.

Wage Data for the Second Quarter 2003 for Small, Medium and Large Bargaining Units

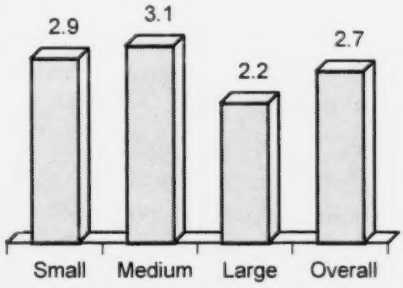
Among the 185 collective bargaining settlements reached in the second quarter of 2003, 52 settlements were in small bargaining units (between 100 and 499 employees), 103 were in medium bargaining units (500 to 1,999 employees), and 30 were in large bargaining units with 2,000 employees or over. During this period, the overall base-rate wage adjustment averaged 2.7 per cent.

SMALL bargaining units reported an average increase of **2.9 per cent. Public sector** settlements provided an average increase of **3.5 per cent,** higher than the **private sector** wage adjustment of **2.7 per cent.** On an industry basis, the **construction** sector had the highest wage adjustment at **3.7 per cent** while **entertainment and hospitality** reported the lowest average at **2.4 per cent.** On a regional/jurisdictional basis, average increases ranged from a high of **3.5 per cent** in the **Multiprovince** category to a low of **2.0 per cent** in **British Columbia.**

MEDIUM bargaining units reported a second quarter average wage increase of **3.1 per cent. Public sector** settlements resulted in an average increase of **3.2 per cent,** compared to the **private sector** figure of **2.5 per cent.** On an industry basis, **primary industries** had the highest wage adjustment at **3.8 per cent** while **wholesale and retail trade** reported the lowest average at **2.0 per cent.** On a regional/jurisdictional basis, average

Chart E

Average Annual Adjustment by Size of Bargaining Units, Second Quarter 2003



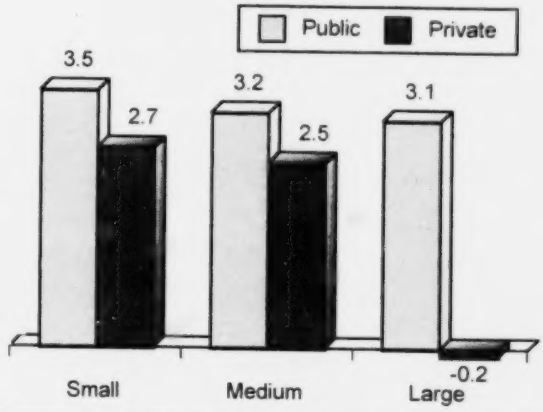
Source: Workplace Information Directorate.

increases ranged from a high of **3.5 per cent** in the **Atlantic Provinces** to a low of **1.5 per cent** in **British Columbia.**

LARGE bargaining units reported a wage increase of **2.2 per cent.** Settlements in the **public sector** provided an average increase of **3.1 per cent** while the **private sector** resulted in an average low of **minus 0.2 per cent** due to wage freeze or wage reductions at Air Canada. On an industry basis, the **education, health and social services** sector had the highest wage adjustment at **3.6 per cent** while the **transportation** sector reported the lowest increase at **0.1 per cent.** On a regional/jurisdictional basis, average increases ranged from a high of **3.6 per cent** in **Ontario** to a low of **0.7 per cent** in the **Federal** jurisdiction.

Chart F

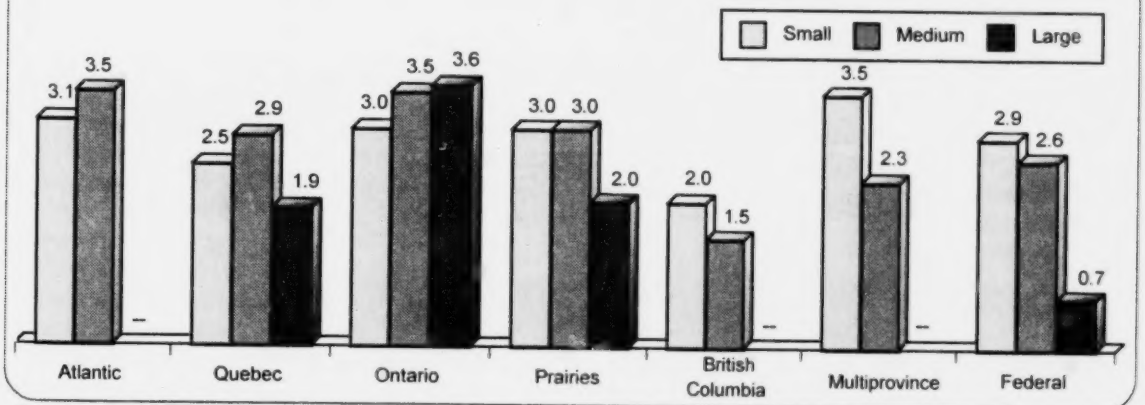
Average Annual Adjustment by Size of Bargaining Units, by Public/Private Sectors Second Quarter 2003



Source: Workplace Information Directorate.

Chart G

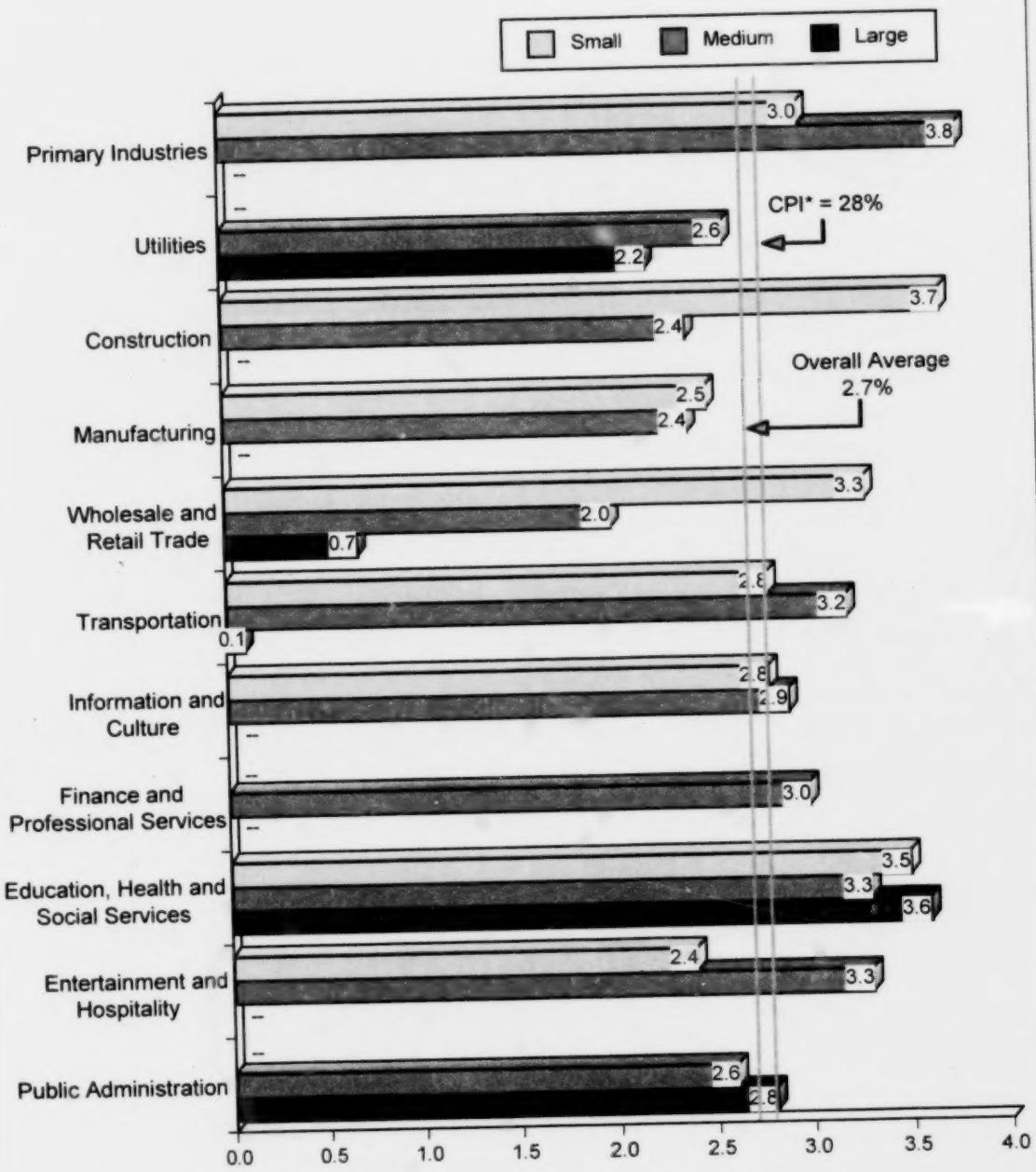
Average Annual Percentage Adjustment by Size of Bargaining Units, by Region/Jurisdiction, Second Quarter 2003



Source: Workplace Information Directorate.

Chart H

Average Annual Percentage Adjustment by Size of Bargaining Units, by Industry, Second Quarter 2003



* Per cent change from the same period last year.

Source: Workplace Information Directorate.

Major Settlements Reached in the Second Quarter 2003

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Primary (1 agreement)	**730**	**3.8**	**2.7**	**36.0**	
Noranda Inc. (Brunswick Mine), mine employees, Gloucester County, N.B.	730	3.8*	2.7	36	2006-02-28
Utilities (8 agreements)	**20,390**	**2.3**	**2.3**	**32.9**	
Enbridge Gas Distribution, utility workers, province-wide, Ont.	770	3.1	3.1	12	2003-12-31
Essential Home Services, office and technical employees, province-wide, Ont.	600	3.0	3.0	24	2005-03-31
Hydro One, office and clerical employees, province-wide, Ont.	3,100	3.0	3.0	24	2005-03-31
Hydro-Québec, engineers, province-wide, Que.	1,490	2.0	2.0	36	2006-12-31
Hydro-Québec, general tradesmen, province-wide, Que.	5,890	2.0	2.0	36	2006-12-31
Hydro-Québec, office and clerical employees, province-wide, Que.	5,350	2.0	2.0	36	2006-12-31
Hydro-Québec, technical employees, province-wide, Que.	2,420	2.0	2.0	36	2006-12-31
Union Gas Limited, service and maintenance employees, Southwestern, Ont.	770	3.0	3.0	36	2005-12-31
Construction (2 agreements)	**1,110**	**2.4**	**2.4**	**37.4**	
Alberta Roadbuilders and Heavy Construction Association, operating engineers, province-wide, Alta.	550	3.2	2.8	48	2007-02-28
Pyramid Corporation, construction employees, province-wide, Alb. and territory-wide, N.W.T.	560	1.6	1.9	27	2005-04-30
Manufacturing (13 agreements)	**10,900**	**2.4**	**2.1**	**43.5**	
Alcoa Primary Fusion, plant and maintenance employees, Baie-Comeau, Que.	1,590	2.9*	3.0	46	2007-03-31
CAE Inc., plant and maintenance employees, St-Laurent, Que.	760	2.6	2.0	60	2008-06-19
Cadbury Trebor Allan Inc., production employees, Toronto, Ont.	550	2.0	0.0	36	2005-12-03
Hershey Canada Inc., production employees, Dartmouth, N.S.	700	3.1	3.8	36	2006-03-31
Kellogg Canada Inc., plant and maintenance employees, London, Ont.	600	1.5	0.0	36	2006-04-09
Mitchell's Gourmet Foods, plant and maintenance employees, Saskatoon, Sask.	1,330	2.6	3.0	48	2007-03-31
National Steel Car Limited, plant and maintenance employees, Hamilton, Ont.	1,380	2.0*	0.9	36	2006-04-05
OI Canada Corporation, plant and maintenance employees, Montréal, Que.	580	2.5*	2.0	48	2007-02-28
Pope and Talbot Ltd. (Harmac Pulp Operations), mill employees, Nanaimo, B.C.	500	2.2	2.5	60	2008-04-30
Scott Paper Limited, Western Manufacturing Division, mill employees, New Westminster, B.C.	550	2.2	2.5	60	2008-04-30
TRW Canada Limited, plant and maintenance employees, St. Catharines, Ont.	700	1.1*	0.8	36	2006-04-30
Waterville TG inc., plant and maintenance employees, Waterville, Que.	1,150	2.8	3.0	36	2005-07-31
Willmar Windows, academic staff, Winnipeg, Man.	510	2.0	2.0	36	2005-11-12
Wholesale and Retail Trade (6 agreements)	**12,490**	**1.0**	**1.6**	**53.4**	
Canada Safeway Limited, retail employees, Northern, Alta.	550	0.9	2.0	72	2007-03-17
Canada Safeway Limited, retail employees, Southern, Alta.	500	0.9	2.0	72	2007-03-17
Canada Safeway Limited, retail employees, province-wide, Alta.	6,800	1.0	2.1	72	2007-03-17
Canada Safeway Limited, retail employees, province-wide, Man.	3,100	0.0	0.0	12	2004-11-13

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Wholesale and Retail Trade (continued)					
Corporation des concessionnaires d'automobiles du Saguenay-Lac-St-Jean, service and maintenance employees, Saguenay-Lac-St-Jean Region, Que.	690	3.0	3.1	50	2007-02-28
Finning (Canada), Division of Finning International Ltd., service and maintenance employees, province-wide, B.C. and territory-wide, N.W.T.	850	2.5	2.0	36	2006-04-14
Transportation (5 agreements)	**37,110**	**0.3**	**-0.6**	**39.6**	
Air Canada, customer service, system-wide	7,060	0.0	0.0	36	2006-06-03
Air Canada, flight attendants, system-wide	7,840	-1.1	-3.5	37	2006-06-29
Air Canada, operational employees, system-wide	13,630	-0.5	-1.5	39	2006-08-26
Canada Post Corporation, postmasters, Canada-wide	6,630	2.9*	2.8	48	2005-12-31
City of Calgary, bus drivers, Calgary, Alta.	1,950	3.2	3.0	39	2006-06-30
Information and Culture (3 agreements)	**3,550**	**2.9**	**1.7**	**42.1**	
Bingo Press and Specialty Ltd., printing employees, St. Catharines, Ont.	550	4.6	3.6	36	2006-03-31
Canadian Broadcasting Corporation, technical employees, province-wide, Que. and Moncton, N.B.	1,400	2.7	3.0	24	2005-03-31
Expertech Network Installation Inc., technical employees, Ont. and Que.	1,600	2.5*	0.0	60	2006-11-30
Finance and Professional Services (1 agreement)	**740**	**3.0**	**3.0**	**36.0**	
Metropolitan Toronto Convention Centre Corporation, general services employees, Toronto, Ont.	740	3.0	3.0	36	2005-12-31
Education, Health and Social Services (83 agreements)	**118,650**	**3.5**	**3.3**	**24.2**	
Avon Maitland District School Board, elementary teachers, Seaforth, Ont.	730	4.0	4.0	12	2003-08-31
Avon Maitland District School Board, office and clerical employees, Seaforth, Ont.	600	3.7	3.2	24	2004-08-31
Bluewater District School Board, elementary teachers, Chesley, Ont.	710	3.1	3.0	24	2004-08-31
Bluewater District School Board, secondary teachers, Chesley, Ont.	520	4.0	4.1	24	2004-08-31
Calgary Board of Education, office and clerical employees, Calgary, Alta.	2,200	3.8	6.1	32	2004-08-31
Continuing Care Employers Bargaining Association, nursing assistants, Edmonton, Alta.	1,350	3.5	4.0	24	2004-06-30
District School Board of Niagara, office and clerical employees, St. Catharines, Ont.	700	2.5	2.5	12	2004-12-31
District School Board of Niagara, secondary teachers, St. Catharines, Ont.	1,040	4.2	4.2	12	2003-08-31
District School Board of Niagara, service and maintenance employees, St. Catharines, Ont.	730	2.5	2.5	12	2004-12-31
Durham Catholic District School Board, elementary teachers, Oshawa, Ont.	910	3.9	3.0	24	2004-08-31
Durham District School Board, elementary teachers, Whitby, Ont.	2,430	4.1	4.2	24	2004-08-31
Durham District School Board, secondary teachers, Whitby, Ont.	1,460	4.1	4.2	24	2004-08-31
Durham District School Board, teaching assistants, Whitby, Ont.	600	3.2	3.1	36	2006-03-31
Government of Yukon, elementary and secondary teachers, territory-wide, Y.T.	690	2.5	2.0	36	2006-06-30
Grand Erie District School Board, elementary teachers, Brantford, Ont.	1,030	3.7	2.8	36	2004-08-31

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Education, Health and Social Services (continued)					
Grand Erie District School Board, secondary teachers, Brantford, Ont.	800	4.1	4.1	12	2003-08-31
Greater Essex County District School Board, elementary teachers, Windsor, Ont.	1,430	4.3	4.3	12	2003-08-30
Greater Essex County District School Board, secondary and occasional teachers, Windsor, Ont.	720	4.3	4.3	12	2003-08-31
Halton District School Board, secondary teachers, Burlington, Ont.	1,080	3.9	3.5	24	2004-08-31
Hamilton-Wentworth Catholic District School Board, secondary teachers, Hamilton, Ont.	550	4.8	4.8	12	2004-08-31
Hamilton-Wentworth District School Board, elementary teachers, Hamilton, Ont.	2,000	3.8	3.6	24	2004-08-31
Hamilton-Wentworth District School Board, secondary teachers, Hamilton, Ont.	1,400	3.8	3.6	24	2004-08-31
Hastings and Prince Edward District School Board, elementary teachers, Belleville, Ont.	700	4.1	4.2	24	2004-08-31
Hastings and Prince Edward District School Board, secondary and occasional teachers, Belleville, Ont.	500	4.2	4.2	12	2003-08-31
Kawartha Pine Ridge District School Board, elementary teachers, Peterborough, Ont.	1,500	4.2	4.2	12	2003-08-30
Kawartha Pine Ridge District School Board, secondary teachers, Peterborough, Ont.	900	4.2	4.2	12	2003-08-31
Lambton Kent District School Board, secondary teachers, Sarnia, Ont.	610	4.1	4.1	12	2003-08-31
Limestone District School Board, secondary teachers, Kingston, Ont.	660	4.2	4.2	12	2003-08-31
London District Catholic School Board, elementary and secondary teachers, London, Ont.	1,240	3.0	3.0	24	2004-08-31
McGill University, teaching assistants, Montréal, Que.	800	3.1	0.0	73	2007-06-30
McMaster University, support employees, Hamilton County, Ont.	1,790	2.8	3.3	36	2006-06-15
Near North District School Board, elementary teachers, Parry Sound, Ont.	500	3.9	3.8	24	2004-08-30
Ottawa-Carleton Catholic District School Board, elementary and secondary teachers, Ottawa, Ont.	2,400	3.6	4.5	24	2004-08-31
Ottawa-Carleton District School Board, elementary teachers, Ottawa, Ont.	2,840	3.8	3.5	24	2004-08-31
Ottawa-Carleton District School Board, occasional teachers, Nepean, Ont.	900	2.0	2.0	36	2004-08-31
Ottawa-Carleton District School Board, secondary teachers, Ottawa and area, Ont.	1,600	3.5	2.5	36	2004-08-31
Ottawa Hospital, health and social care professionals, Ottawa, Ont.	1,550	4.4	5.0	27	2002-03-31
Parkland School Division No. 70, elementary and secondary teachers, Stony Plain, Alta.	540	2.6	2.6	12	2003-08-31
Peel District School Board, elementary teachers, Mississauga, Ont.	5,000	3.6	3.4	24	2004-08-31
Peel District School Board, secondary teachers, Mississauga, Ont.	2,300	3.6	3.4	24	2004-08-31
Peel District School Board, teaching assistants, Mississauga, Ont.	750	3.6	3.4	24	2004-08-31
Provincial Health Authorities of Alberta, support employees, Grande Prairie, Alta.	930	3.9	4.0	24	2004-03-31
Rainbow District School Board, elementary teachers, Sudbury, Ont.	780	5.0	5.0	12	2004-08-31
Red Deer Public School District No. 104, elementary and secondary teachers, Red Deer, Alta.	560	3.1	3.1	12	2003-08-31
Ryerson University, professors, Toronto, Ont.	550	2.7	2.0	48	2005-06-30
St. James-Assiniboia School Division No. 2, elementary and secondary teachers, St. James-Assiniboia, Man.	700	3.0	3.0	12	2003-06-30
St. Michael's Hospital, health service-non-professionals, Toronto, Ont.	1,000	2.8	2.5	36	2004-03-31

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Education, Health and Social Services (continued)					
Simcoe County District School Board, elementary teachers, Midhurst, Ont.	2,220	4.0	4.1	24	2004-08-31
Simcoe County District School Board, occasional teachers, Midhurst, Ont.	800	4.4	4.4	12	2004-08-31
Simcoe County District School Board, office and clerical employees, Midhurst, Ont.	780	3.0	3.0	12	2003-12-31
Simcoe County District School Board, secondary teachers, Midhurst, Ont.	1,130	3.5	2.5	36	2004-08-31
Simcoe Muskoka Catholic District School Board, elementary teachers, Barrie, Ont.	800	4.6	3.5	24	2004-08-31
Simon Fraser University, office and clerical employees, Burnaby, B.C.	800	0.8	0.0	36	2005-03-31
Thames Valley District School Board, custodial, London, Ont.	660	2.4	3.0	44	2005-08-31
Thames Valley District School Board, educational services, London, Ont.	670	2.5	3.0	44	2005-08-31
Thames Valley District School Board, elementary teachers, London, Ont.	3,200	4.1	3.5	24	2004-08-31
Thames Valley District School Board, secondary teachers, London, Ont.	1,900	4.1	4.2	24	2004-08-31
The Board of Governors of Mount Royal College, lecturers, Calgary, Alta.	700	4.4	4.5	24	2004-06-30
Toronto District School Board, elementary teachers, Toronto, Ont.	11,000	3.6	3.1	24	2004-08-31
Toronto District School Board, occasional teachers, Toronto, Ont.	2,400	3.0	3.0	24	2004-08-31
Toronto District School Board, secondary teachers, Toronto, Ont.	6,000	3.6	3.1	24	2004-08-31
Université de Montréal, office and clerical employees, Montréal, Que.	1,700	2.0	2.0	12	2003-11-30
Université du Québec à Montréal, lecturers, Montréal, Que.	1,970	3.5	3.5	12	2003-12-31
Université du Québec à Montréal, professors, Montréal, Que.	1,000	6.4	6.4	12	2004-05-31
Université du Québec à Trois-Rivières, lecturers, Trois-Rivières, Que.	840	1.8	2.0	13	2004-05-31
Université Laval, office and technical employees, Québec, Que.	1,600	3.8	3.8	12	2003-05-31
Université Laval, professors, Québec, Que.	1,160	2.0	2.0	12	2004-05-31
University College of the Fraser Valley Board, post-secondary, non university teachers, Abbotsford, B.C.	750	2.6	2.6	12	2004-03-31
University of British Columbia, office and clerical employees, Vancouver, B.C.	1,650	0.0	0.0	36	2005-03-31
University of British Columbia, service and maintenance employees, Vancouver, B.C.	1,850	0.0	0.0	36	2005-03-31
University of British Columbia, teaching assistants, Vancouver, B.C.	1,600	3.8	4.0	36	2005-08-31
University of Victoria, office and clerical employees, Victoria, B.C.	600	0.4	0.0	36	2005-03-31
University of Western Ontario, lecturers, London, Ont.	1,400	3.1	3.5	48	2006-06-30
Upper Canada District School Board No. 26, elementary teachers, Brockville, Ont.	1,300	3.9	3.5	24	2004-08-31
Upper Canada District School Board No. 26, secondary teachers, Brockville, Ont.	920	3.4	2.5	36	2004-08-31
Upper Grand District School Board, elementary teachers, Guelph, Ont.	1,110	4.2	4.2	12	2003-08-31
Waterloo Catholic District School Board, office and clerical employees, Waterloo county, Ont.	550	2.7	3.0	36	2005-08-31
Waterloo Region District School Board, elementary teachers, Kitchener, Ont.	2,340	4.0	4.0	24	2004-08-31
Waterloo Region District School Board, secondary teachers, Kitchener, Ont.	1,200	3.5	2.4	36	2004-08-31
Windsor-Essex Catholic District School Board, elementary teachers, Windsor, Ont.	870	3.0	3.0	24	2004-08-31
York Catholic District School Board, elementary and secondary teachers, Aurora, Ont.	3,540	3.2	3.2	12	2004-08-31
York Region District School Board, office and clerical employees, Aurora, Ont.	1,170	3.5	3.6	24	2005-08-31

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Education, Health and Social Services (continued)					
York University, professors, Toronto, Ont.	1,190	3.2	3.0	36	2006-04-30
Entertainment and Hospitality (1 agreement)	**520**	**3.3**	**3.0**	**36.0**	
Canadian Pacific Hotels Corporation (Château Frontenac), hotel and restaurant employees, Québec, Que.	520	3.3	3.0	36	2005-12-31
Public Administration (10 agreements)	**33,230**	**2.8**	**3.2**	**37.5**	
City of Calgary, inside employees, Calgary, Alta.	2,700	3.3	3.0	36	2005-12-26
City of London, inside employees, London, Ont.	700	3.0	3.0	24	2004-12-31
City of Montréal, police officers, Montréal, Que.	4,200	1.5*	0.0	56	2006-12-31
City of Richmond, inside employees, Richmond, B.C.	700	2.6*	2.5	48	2006-12-31
City of Winnipeg, inside and outside employees, Winnipeg, Man.	5,250	3.0	3.0	36	2005-12-30
Corporation of Delta, inside and outside employees, Delta, B.C.	630	2.6*	2.5	48	2006-12-31
Government of Canada, computer operators, Canada-wide	10,500	2.4	4.0	32	2004-12-21
Government of Ontario, administrative and support employees, province-wide, Ont.	2,230	3.7	4.1	36	2005-12-31
Government of Ontario, police officers, province-wide, Ont.	5,450	3.7	4.1	36	2005-12-31
Ville de Laval, recreational employees, Laval, Que.	870	2.3	2.6	36	2004-12-31
Agreements with COLA (10 agreements)	**18,740**	**2.4***	**1.7**	**48.8**	
Agreements without COLA (123 agreements)	**220,680**	**2.6**	**2.5**	**30.6**	
All Agreements (133 agreements)	**239,420**	**2.6**	**2.4**	**32.0**	

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Source: Workplace Information Directorate.

Calendars of Collective Agreements Expiries and Reopeners

Coming soon, the 2004 Calendar listings for
MAJOR and SMALL Bargaining Units

2003 Calendar of Major Bargaining Units is available on the Workplace Information Directorate Web site at

http://labour.hrdc-drhc.gc.ca/doc/wid-dimt/eng/expreo.cfm

Table 1

Major Wage Settlements, by Public and Private Sectors, by Year and Quarter

	Public Sector				Private Sector				All Sectors			
	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)
Year												
1983	458	19.6	1,241.6	4.6	200	25.0	302.8	5.5	658	20.6	1,544.3	4.8
1984	276	17.0	635.2	3.9	283	26.1	521.0	3.2	559	21.1	1,156.2	3.6
1985	316	21.7	566.8	3.8	200	30.1	271.8	3.3	516	24.5	838.6	3.7
1986	321	25.3	709.2	3.6	232	26.0	412.2	3.0	553	25.6	1,121.5	3.4
1987	270	29.4	824.3	4.1	208	31.4	287.0	3.8	478	29.9	1,111.3	4.0
1988	301	24.0	698.6	4.0	241	27.2	484.1	5.0	542	25.3	1,182.7	4.4
1989	294	30.0	736.0	5.2	159	28.6	265.8	5.2	453	29.6	1,001.8	5.2
1990	283	27.4	677.8	5.6	224	29.7	468.5	5.7	507	28.4	1,146.4	5.6
1991	365	16.0	1,121.7	3.4	182	29.2	224.0	4.4	547	18.2	1,345.6	3.6
1992	301	21.7	975.9	2.0	195	32.2	330.9	2.6	496	24.3	1,306.8	2.1
1993	347	23.4	1,012.0	0.6	171	25.2	400.5	0.8	518	23.9	1,412.5	0.7
1994	299	26.5	719.8	-0.0	135	34.5	222.8	1.2	434	28.4	942.6	0.3
1995	215	31.5	629.6	0.6	187	35.9	279.2	1.4	402	32.8	908.8	0.9
1996	212	31.7	564.3	0.5	166	34.7	246.1	1.7	378	32.6	810.4	0.9
1997	220	30.3	370.3	1.1	159	38.1	321.9	1.8	379	33.9	692.2	1.5
1998	221	31.1	646.3	1.6	191	33.7	292.0	1.8	412	31.9	938.3	1.7
1999	219	35.0	510.6	2.0	160	37.6	317.6	2.7	379	36.0	828.1	2.2
2000	303	33.5	918.0	2.5	103	41.8	163.3	2.4	406	34.8	1,081.3	2.5
2001	259	31.9	691.9	3.3	169	36.7	300.7	3.0	428	33.4	992.6	3.2
2002	260	26.0	774.5	2.9	108	39.9	213.5	2.6	368	29.0	988.0	2.8
2003 *	165	28.6	262.0	3.1	55	41.8	85.1	1.2	220	31.8	347.1	2.6
* Year to Date												
Quarter												
2000 I	122	39.9	497.4	2.4	30	30.5	39.2	3.0	152	39.2	536.6	2.4
II	58	21.3	208.4	2.5	29	41.0	34.3	2.6	87	24.1	242.7	2.6
III	44	33.5	79.6	2.6	20	52.2	58.8	1.9	64	41.4	138.4	2.3
IV	79	29.0	132.5	3.1	24	37.1	31.0	2.3	103	30.5	163.6	2.9
2001 I	59	29.6	144.3	3.9	20	35.9	34.1	2.5	79	30.8	178.4	3.6
II	88	30.9	201.5	3.0	70	35.6	110.7	[illegible]	158	32.6	312.2	3.0
III	59	31.1	129.9	3.7	46	36.5	122.6	3.2	105	33.7	252.5	3.5
IV	53	34.9	216.2	3.0	33	42.2	33.3	2.4	86	35.9	249.5	3.0
2002 I	47	34.7	175.7	3.1	18	36.5	33.3	2.1	65	35.0	209.0	2.9
II	104	19.9	404.9	2.7	26	38.0	49.4	2.5	130	21.9	454.3	2.6
III	49	30.9	104.2	3.2	43	45.5	83.1	2.4	92	37.4	187.4	2.8
IV	60	30.5	89.6	3.3	21	34.5	47.7	3.5	81	31.9	137.4	3.3
2003 I	63	28.3	81.2	2.9	24	40.8	26.5	2.4	87	31.3	107.7	2.8
II	102	28.7	180.9	3.2	31	42.2	58.6	0.7	133	32.0	239.4	2.6
III	-	-	-	-	-	-	-	-	-	-	-	-
IV	-	-	-	-	-	-	-	-	-	-	-	-

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls. - Number of Employees
Avg. Adj. - Average Annual Adjustment (%)

Table 2

Effective Wage Adjustment in Base Rates, by Region/Jurisdiction, by Year and Quarter

	2000	2001	2002	2002		2003	
				3	4	1	2
	(%)	(%)	(%)	(%)	(%)	(%)	(%)
All Sectors							
CANADA	2.5	3.2	2.8	2.8	3.3	2.8	2.6
Atlantic	2.7	3.9	4.1	3.2	2.7	3.1	3.5
Newfoundland and Labrador	3.7	5.0	6.6	-	5.0	3.0	-
Prince Edward Island	2.2	3.1	4.9	6.0	-	3.6	-
Nova Scotia	2.2	3.7	2.4	2.5	2.5	3.4	3.1
New Brunswick	2.8	3.4	2.7	3.3	2.3	2.3	3.8
Quebec	2.4	2.8	2.1	2.3	2.0	1.8	2.4
Ontario	2.6	2.9	3.0	3.1	3.4	3.1	3.6
Prairies	3.9	4.3	4.4	3.7	4.0	3.4	2.3
Manitoba	2.6	2.4	4.0	3.0	3.2	3.1	2.0
Saskatchewan	3.5	2.9	3.9	3.9	3.8	3.6	2.6
Alberta	4.7	5.1	5.0	4.4	4.1	3.5	2.5
British Columbia	1.6	3.1	1.9	1.4	2.0	2.3	1.5
Territories	2.9	3.1	3.0	-	3.1	-	2.5
Multiprovince	2.4	3.0	4.3	4.3	-	-	2.2
Federal	2.2	3.0	2.9	2.9	3.2	2.1	0.8
Public Sector							
CANADA	2.5	3.3	2.9	3.2	3.3	2.9	3.2
Atlantic	3.0	4.0	4.3	3.1	3.1	3.2	-
Newfoundland and Labrador	6.3	5.0	7.2	-	5.0	4.0	-
Prince Edward Island	2.2	3.1	4.9	6.0	-	-	-
Nova Scotia	2.2	3.8	2.3	2.1	2.5	3.4	-
New Brunswick	3.5	3.5	3.0	3.3	3.2	2.3	-
Quebec	2.3	2.7	2.0	3.0	2.2	1.4	2.3
Ontario	2.7	3.0	2.9	2.9	3.0	3.2	3.6
Prairies	3.9	4.1	4.8	3.9	4.1	3.3	3.3
Manitoba	2.5	2.4	4.6	3.0	3.2	3.1	3.0
Saskatchewan	3.6	2.9	4.4	3.9	4.2	3.6	-
Alberta	4.7	5.0	5.2	5.0	4.1	3.5	3.5
British Columbia	1.4	3.2	2.2	1.9	-	2.3	1.5
Territories	2.9	3.1	3.0	-	3.1	-	2.5
Multiprovince	-	-	-	-	-	-	-
Federal	2.2	3.1	2.9	2.9	3.4	2.8	2.6
Private Sector							
CANADA	2.4	3.0	2.6	2.4	3.5	2.4	0.7
Atlantic	1.7	3.3	2.7	4.0	0.5	2.8	3.5
Newfoundland and Labrador	2.0	-	3.0	-	-	2.7	-
Prince Edward Island	-	-	-	-	-	3.6	-
Nova Scotia	1.7	3.3	4.0	4.0	-	-	3.1
New Brunswick	1.4	3.0	1.4	-	0.5	-	3.8
Quebec	3.3	2.8	2.5	2.2	1.7	2.2	2.9
Ontario	2.3	2.8	3.2	3.3	4.1	2.7	2.5
Prairies	3.9	4.9	1.6	2.5	1.8	3.8	1.1
Manitoba	3.3	2.5	1.3	2.7	-	-	0.3
Saskatchewan	2.0	3.3	1.6	-	1.8	-	2.6
Alberta	5.0	5.5	2.3	2.3	-	3.8	1.1
British Columbia	2.0	1.7	1.4	1.3	2.0	-	2.2
Territories	-	-	-	-	-	-	-
Multiprovince	2.4	3.0	4.3	4.3	-	-	2.2
Federal	2.2	2.5	2.8	3.0	3.1	1.8	-0.4

Table 3

Number of Agreements and Employees Covered, by Region/Jurisdiction, by Year and Quarter

	2000		2001		2002	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Sectors						
CANADA	406	1,081.3	428	992.6	368	988.0
Atlantic	19	28.5	33	62.9	27	48.2
Newfoundland and Labrador	4	5.0	7	16.1	6	17.7
Prince Edward Island	2	1.3	5	6.7	2	1.7
Nova Scotia	4	11.7	15	19.4	10	16.7
New Brunswick	9	10.4	6	20.6	9	12.2
Quebec	96	345.9	43	111.4	76	304.0
Ontario	150	286.9	182	310.6	138	313.0
Prairies	62	109.3	77	148.7	62	128.9
Manitoba	20	29.7	16	12.8	23	44.6
Saskatchewan	4	14.3	14	41.9	13	34.0
Alberta	38	65.2	47	94.0	26	50.3
British Columbia	38	67.7	34	167.1	33	93.3
Territories	3	5.6	2	2.0	2	3.8
Multiprovince	3	2.8	8	13.8	1	1.0
Federal	35	234.7	49	176.3	29	95.8
Public Sector						
CANADA	303	918.0	259	691.9	260	774.5
Atlantic	10	20.6	25	55.5	22	42.9
Newfoundland and Labrador	3	2.0	7	16.1	5	15.2
Prince Edward Island	2	1.3	5	6.7	2	1.7
Nova Scotia	2	10.6	8	13.3	8	15.6
New Brunswick	3	6.7	5	19.4	7	10.5
Quebec	76	322.0	18	25.8	60	270.3
Ontario	105	212.6	108	187.6	97	221.2
Prairies	58	106.0	56	119.0	50	112.4
Manitoba	19	28.6	9	7.2	17	37.2
Saskatchewan	3	13.8	12	40.6	8	27.9
Alberta	36	63.7	35	71.2	25	47.3
British Columbia	29	41.6	24	157.6	12	60.2
Territories	3	5.6	2	2.0	2	3.8
Multiprovince	-	-	-	-	-	-
Federal	22	209.5	26	144.3	17	63.7
Private Sector						
CANADA	103	163.3	169	300.7	108	213.5
Atlantic	9	7.8	8	7.3	5	5.3
Newfoundland and Labrador	1	3.0	-	-	1	2.5
Prince Edward Island	-	-	-	-	-	-
Nova Scotia	2	1.1	7	6.1	2	1.1
New Brunswick	6	3.7	1	1.2	2	1.7
Quebec	20	23.8	25	85.5	16	33.6
Ontario	45	74.3	74	123.0	41	91.8
Prairies	4	3.2	21	29.7	12	16.6
Manitoba	1	1.1	7	5.7	6	7.4
Saskatchewan	1	0.6	2	1.2	5	6.1
Alberta	2	1.5	12	22.8	1	3.0
British Columbia	9	26.0	10	9.4	21	33.2
Territories	-	-	-	-	-	-
Multiprovince	3	2.8	8	13.8	1	1.0
Federal	13	25.2	23	32.0	12	32.0

Table 3 (continued)

Number of Agreements and Employees Covered, by Region/Jurisdiction, by Year and Quarter

	2002				2003			
	3		4		1		2	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Sectors								
CANADA	92	187.4	81	137.4	87	107.7	133	239.4
Atlantic	8	8.7	5	4.3	6	16.5	2	1.4
Newfoundland and Labrador	-	-	1	0.5	2	3.4	-	-
Prince Edward Island	1	1.0	-	-	1	0.6	-	-
Nova Scotia	4	4.9	2	1.9	1	10.0	1	0.7
New Brunswick	3	2.8	2	1.9	2	2.5	1	0.7
Quebec	6	14.9	5	9.7	9	10.2	19	34.6
Ontario	37	67.3	45	81.5	35	35.2	75	112.8
Prairies	13	40.2	16	25.4	12	18.0	17	30.2
Manitoba	6	14.8	2	2.1	2	6.7	4	9.6
Saskatchewan	1	12.4	4	4.4	1	0.8	1	1.3
Alberta	6	13.0	10	18.9	9	10.6	12	19.3
British Columbia	20	34.1	3	2.1	16	15.0	10	9.6
Territories	-	-	1	0.6	-	-	1	0.7
Multiprovince	1	1.0	-	-	-	-	2	1.4
Federal	7	21.2	6	13.7	9	12.8	7	48.7
Public Sector								
CANADA	49	104.2	60	89.6	63	81.2	102	180.9
Atlantic	6	7.6	4	3.7	4	13.3	-	-
Newfoundland and Labrador	-	-	1	0.5	1	0.9	-	-
Prince Edward Island	1	1.0	-	-	-	-	-	-
Nova Scotia	2	3.8	2	1.9	1	10.0	-	-
New Brunswick	3	2.8	1	1.3	2	2.5	-	-
Quebec	1	2.8	3	5.3	6	5.7	13	29.3
Ontario	22	31.0	35	52.2	24	26.3 [1]	67	106.9
Prairies	9	34.8	15	24.7	11	17.2	10	16.9
Manitoba	3	12.4	2	2.1	2	6.7	2	6.0
Saskatchewan	1	12.4	3	3.6	1	0.8	-	-
Alberta	5	10.0	10	18.9	8	9.7	8	10.9
British Columbia	5	7.6	-	-	16	15.0	8	8.6
Territories	-	-	1	0.6	-	-	1	0.7
Multiprovince	-	-	-	-	-	-	-	-
Federal	6	20.5	2	3.1	2	3.7	3	16.5
Private Sector								
CANADA	43	83.1	21	47.7	24	26.5	31	58.6
Atlantic	2	1.1	1	0.6	2	3.1	2	1.4
Newfoundland and Labrador	-	-	-	-	1	2.5	-	-
Prince Edward Island	-	-	-	-	1	0.6	-	-
Nova Scotia	2	1.1	-	-	-	-	1	0.7
New Brunswick	-	-	1	0.6	-	-	1	0.7
Quebec	5	12.1	2	4.4	3	4.5	6	5.3
Ontario	15	36.3	10	29.3	11	8.9	8	5.9
Prairies	4	5.5	1	0.7	1	0.9	7	13.3
Manitoba	3	2.5	-	-	-	-	2	3.6
Saskatchewan	-	-	1	0.7	-	-	1	1.3
Alberta	1	3.0	-	-	1	0.9	4	8.4
British Columbia	15	26.5	3	2.1	-	-	2	1.1
Territories	-	-	-	-	-	-	-	-
Multiprovince	1	1.0	-	-	-	-	2	1.4
Federal	1	0.7	4	10.6	7	9.1	4	30.1

Table 4

Effective Wage Adjustment in Base Rates, by Major Industry Division, with and without COLA, by year and Quarter

	Non-COLA Agreements				COLA Agreements				All Agreements			
	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)
Primary Industries												
2000	1	40.0	0.5	2.0	3	36.0	4.9	1.8	4	36.4	5.5	1.8
2001	4	40.9	3.3	3.1	2	45.5	3.1	2.2	6	43.1	6.4	2.7
2002	1	48.0	0.6	1.5	2	36.0	1.7	1.9	3	39.2	2.4	1.8
2002 III	-	-	-	-	2	36.0	1.7	1.9	2	36.0	1.7	1.9
IV	-	-	-	-	-	-	-	-	-	-	-	-
2003 I	-	-	-	-	1	36.0	0.7	1.5	1	36.0	0.7	1.5
II	-	-	-	-	1	36.0	0.7	3.8	1	36.0	0.7	3.8
Utilities												
2000	14	24.5	25.1	3.5	-	-	-	-	14	24.5	25.1	3.5
2001	10	26.4	12.5	2.6	4	47.0	9.8	2.4	14	35.5	22.3	2.5
2002	13	30.9	17.9	2.4	2	36.0	1.3	3.0	15	31.3	19.1	2.4
2002 III	3	34.2	4.1	3.3	-	-	-	-	3	34.2	4.1	3.3
IV	2	30.5	1.3	3.9	2	36.0	1.3	3.0	4	33.2	2.6	3.4
2003 I	2	24.0	1.6	3.9	-	-	-	-	2	24.0	1.6	3.9
II	8	32.9	20.4	2.3	-	-	-	-	8	32.9	20.4	2.3
Construction												
2000	7	25.2	8.9	3.6	1	48.0	0.5	2.7	8	26.4	9.4	3.6
2001	62	34.8	191.6	3.2	3	60.0	2.5	3.5	65	35.2	194.1	3.2
2002	12	47.4	23.7	1.2	-	-	-	-	12	47.4	23.7	1.2
2002 III	12	47.4	23.7	1.2	-	-	-	-	12	47.4	23.7	1.2
IV	-	-	-	-	-	-	-	-	-	-	-	-
2003 I	-	-	-	-	-	-	-	-	-	-	-	-
II	2	37.4	1.1	2.4	-	-	-	-	2	37.4	1.1	2.4
Manufacturing												
2000	36	33.5	47.4	2.2	17	35.5	21.7	3.6	53	34.1	69.0	2.7
2001	24	45.5	19.2	2.2	27	36.2	26.3	2.8	51	40.1	45.4	2.6
2002	28	41.4	34.2	2.8	20	36.9	56.4	3.9	48	38.6	90.6	3.5
2002 III	5	49.6	4.3	2.6	9	37.6	25.2	3.8	14	39.4	29.5	3.6
IV	7	47.4	4.4	2.4	6	36.3	26.6	4.2	13	37.9	30.9	4.0
2003 I	9	31.5	9.8	2.6	4	48.6	3.7	2.0	13	36.2	13.5	2.4
II	9	44.9	6.7	2.4	4	41.4	4.3	2.3	13	43.5	10.9	2.4
Wholesale and Retail Trade												
2000	12	53.8	33.0	1.9	2	71.4	10.6	1.0	14	58.1	43.6	1.7
2001	7	51.9	5.6	1.6	-	-	-	-	7	51.9	5.6	1.6
2002	16	40.8	38.4	2.0	1	36.0	5.2	1.4	17	40.2	43.6	1.9
2002 III	5	49.6	14.3	2.2	-	-	-	-	5	49.6	14.3	2.2
IV	1	36.0	1.2	1.8	-	-	-	-	1	36.0	1.2	1.8
2003 I	-	-	-	-	-	-	-	-	-	-	-	-
II	6	53.4	12.5	1.0	-	-	-	-	6	53.4	12.5	1.0
Transportation												
2000	14	37.8	41.1	2.7	5	34.3	53.6	2.2	19	35.8	94.7	2.4
2001	26	36.7	36.6	2.7	3	46.8	4.9	3.3	29	37.9	41.7	2.8
2002	10	31.8	26.2	2.9	2	37.7	3.5	3.0	12	32.5	29.7	2.9
2002 III	1	36.0	1.1	5.4	-	-	-	-	1	36.0	1.1	5.4
IV	3	23.5	9.8	3.2	-	-	-	-	3	23.5	9.8	3.2
2003 I	5	45.1	7.6	2.7	2	36.0	1.5	1.5	7	43.3	9.1	2.5
II	4	37.8	30.5	-0.3	1	48.0	6.6	2.9	5	39.6	37.1	0.3

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls. - Number of Employees
Avg. Adj. - Average Annual Adjustment (%)

Table 4 (continued)

Effective Wage Adjustment in Base Rates, by Major Industry Division, with and without COLA, by year and Quarter

	Non-COLA Agreements				COLA Agreements				All Agreements			
	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)
Information and Culture												
2000	8	39.4	10.3	2.9	-	-	-	-	8	39.4	10.3	2.9
2001	6	34.5	8.9	3.2	1	60.0	1.1	3.2	7	37.4	10.1	3.2
2002	8	34.5	22.3	3.1	1	36.0	0.9	1.8	9	34.6	23.2	3.0
2002 III	4	31.9	7.1	3.0	-	-	-	-	4	31.9	7.1	3.0
IV	-	-	-	-	-	-	-	-	-	-	-	-
2003 I	2	34.0	3.5	1.4	1	72.0	0.7	1.4	3	40.0	4.1	1.4
II	2	27.4	2.0	3.2	1	60.0	1.6	2.5	3	42.1	3.6	2.9
Finance and Professional Services												
2000	7	35.4	12.0	1.7	1	36.0	1.1	2.8	8	35.4	13.1	1.8
2001	13	37.0	15.6	2.2	-	-	-	-	13	37.0	15.6	2.2
2002	8	55.2	12.6	2.1	-	-	-	-	8	55.2	12.6	2.1
2002 III	2	59.0	8.7	1.9	-	-	-	-	2	59.0	8.7	1.9
IV	4	50.9	2.5	3.5	-	-	-	-	4	50.9	2.5	3.5
2003 I	-	-	-	-	1	36.0	1.2	2.7	1	36.0	1.2	2.7
II	1	36.0	0.7	3.0	-	-	-	-	1	36.0	0.7	3.0
Education, Health and Social Services												
2000	201	38.2	503.6	2.6	1	36.0	0.9	4.7	202	38.2	504.5	2.6
2001	165	28.6	303.4	3.5	5	36.8	101.3	3.4	170	30.7	404.7	3.5
2002	174	23.2	499.4	3.0	3	43.1	2.7	3.6	177	23.3	502.0	3.0
2002 III	25	29.3	56.7	3.4	1	36.0	1.0	5.5	26	29.4	57.7	3.4
IV	40	26.9	54.2	3.4	-	-	-	-	40	26.9	54.2	3.4
2003 I	51	28.0	68.6	2.9	-	-	-	-	51	28.0	68.6	2.9
II	83	24.2	118.7	3.5	-	-	-	-	83	24.2	118.7	3.5
Entertainment and Hospitality												
2000	6	46.2	7.7	3.0	-	-	-	-	6	46.2	7.7	3.0
2001	3	36.0	5.6	4.2	-	-	-	-	3	36.0	5.6	4.2
2002	12	44.3	10.7	2.4	1	36.0	0.6	2.7	13	43.9	11.3	2.4
2002 III	7	41.8	4.3	3.3	-	-	-	-	7	41.8	4.3	3.3
IV	2	43.6	1.5	2.2	-	-	-	-	2	43.6	1.5	2.2
2003 I	3	36.0	3.0	3.3	-	-	-	-	3	36.0	3.0	3.3
II	1	36.0	0.5	3.3	-	-	-	-	1	36.0	0.5	3.3
Public Administration												
2000	69	25.8	293.2	2.3	1	36.0	5.3	2.3	70	26.0	298.5	2.3
2001	56	32.5	204.0	3.1	6	36.0	36.5	3.3	62	33.1	240.6	3.1
2002	52	30.1	227.8	2.6	2	36.0	2.2	2.7	54	30.2	230.0	2.6
2002 III	16	32.6	35.3	2.7	-	-	-	-	16	32.6	35.3	2.7
IV	14	34.6	34.7	2.9	-	-	-	-	14	34.6	34.7	2.9
2003 I	6	31.9	5.8	2.7	-	-	-	-	6	31.9	5.8	2.7
II	7	34.2	27.7	3.0	3	54.1	5.5	1.8	10	37.5	33.2	2.8

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls. - Number of Employees
Avg. Adj. - Average Annual Adjustment (%)

Table 5

Effective Wage Adjustment in Base Rates, Number of Agreements and Employees Covered, by year and Quarter

	2000	2001	2002	2002		2003	
				3	4	1	2
All Industries							
Wage Adjustment (%)	2.5	3.2	2.8	2.8	3.3	2.8	2.6
Number of Agreements	406	428	368	92	81	87	130
Number of Employees (000's)	1,081.3	992.6	988.0	187.4	137.4	107.7	239.4
Private Sector							
Wage Adjustment (%)	2.4	3.0	2.6	2.4	3.5	2.4	0.7
Number of Agreements	103	169	108	43	21	24	31
Number of Employees (000's)	163.3	300.7	213.5	83.1	47.7	26.5	58.6
Public Sector							
Wage Adjustment (%)	2.5	3.3	2.9	3.2	3.3	2.9	3.2
Number of Agreements	303	259	260	49	60	63	102
Number of Employees (000's)	918.0	691.9	774.5	104.2	89.6	81.2	180.9
Federal Administration							
Wage Adjustment (%)	2.1	3.0	2.9	2.8	3.4	-	2.4
Number of Agreements	18	17	11	4	2	-	1
Number of Employees (000's)	154.8	131.5	54.8	16.9	3.1	-	10.5
Federal Crown Corporations							
Wage Adjustment (%)	2.2	3.7	2.8	3.0	-	2.5	2.9
Number of Agreements	3	7	6	2	-	1	2
Number of Employees (000's)	46.6	9.1	8.9	3.6	-	1.8	8.0
Provincial Administration							
Wage Adjustment (%)	2.6	3.5	2.3	1.9	2.4	2.9	3.8
Number of Agreements	37	26	24	4	3	6	3
Number of Employees (000's)	114.4	86.2	135.9	8.4	3.8	9.7	8.4
Local Administration							
Wage Adjustment (%)	2.5	2.6	3.0	3.4	3.0	2.9	2.7
Number of Agreements	33	28	30	8	12	5	9
Number of Employees (000's)	69.2	38.3	61.4	10.4	29.6	5.8	17.7
Education, Health and Welfare							
Wage Adjustment (%)	2.6	3.5	3.0	3.4	3.5	2.9	3.4
Number of Agreements	200	168	178	28	39	50	82
Number of Employees (000's)	501.9	402.1	501.7	60.9	50.7	63.1	118.0
Public Utilities							
Wage Adjustment (%)	3.6	2.8	3.1	3.3	3.4	4.0	2.2
Number of Agreements	12	13	11	3	4	1	5
Number of Employees (000's)	31.0	24.7	11.8	4.1	2.6	0.8	18.3

Table 6

Selected Economic Indicators, by Year and Quarter

	2000	2001	2002	2002-2003			
				3	4	1	2
Wage Settlements (%)	2.5	3.2	2.8	2.8	3.3	2.8	2.6
Public Sector (%)	2.5	3.3	2.9	3.2	3.3	2.9	3.2
Private Sector (%)	2.4	3.0	2.6	2.4	3.5	2.4	0.7
Agreements in Force	2.3	2.8	3.0	3.0	2.9	2.6	2.6
Public Sector (%)	2.2	2.9	3.1	3.1	3.1	2.6	2.7
Private Sector (%)	2.4	2.6	2.7	2.7	2.5	2.6	2.5
Consumer Price Index							
Per Cent Change[1]	2.7	2.6	2.2	2.3	3.8	4.5	2.8
GDP[2] at Basic Prices[3]							
Per Cent Change[1]	4.7	1.4	3.1	3.5	4.0	3.2	1.6
Labour Productivity Growth (%)	1.9	0.8	1.0	1.3	0.1	-0.5	-0.7
Unit Labour Cost (%)	3.7	2.6	1.5	1.1	2.2	2.1	2.5
Unemployment Rate[3]	6.8	7.2	7.7	7.6	7.6	7.4	7.7
Employment (000's)[3]	14,910	15,077	15,412	15,481	15,604	15,689	15,706
Per Cent Change[1]	2.6	1.1	2.2	2.7	3.4	3.2	2.3
Average Weekly Earnings[3]	$655.51	$667.37	$681.02	$682.08	$687.02	$686.38	$688.08
Per Cent Change[1]	2.4	1.8	2.0	1.9	2.1	1.5	1.3
Average Hourly Earnings	$16.48	$16.78	$17.08	$17.05	$17.02	$17.04	$17.15
Per Cent Change[1]	2.8	1.8	1.8	1.4	0.1	-0.6	0.2

[1] Per cent change from the same period of the previous year.
[2] GDP – Gross domestic product at factor cost (1992) prices.
[3] Seasonally adjusted data.

TECHNICAL NOTES

The information in this report is produced from collective agreement settlements in Canada which cover 500 or more employees in all industries. A few settlements are excluded where the basis of payment is on a piece/mileage rate basis.

The construction industry is excluded prior to 1983.

The Base Rate

The base rate is the lowest paid classification used for qualified employees in the bargaining unit. In most instances, the base rate is the rate of pay for an unskilled or semi-skilled classification of workers. However, this is not the case in contracts covering only skilled workers and professional employees.

As only the base rate in a contract is used, the resulting data on percentage change do not necessarily reflect the average wage change for all employees in the bargaining unit. For example, where an across-the-board increase is negotiated for all classifications in cents per hour (or other money terms), measurement on the base rate produces higher results than measurement on any higher rate, including the average rate. Where varying percentage or money increases are negotiated for different classifications, measurement on the base rate may produce results that are higher or lower than measurement on the average rate. Where an across-the-board increase is negotiated for all classifications in percentage terms, measurement on the base rate produces results identical to measurement on any other rate, including the average rate. It should be noted that information on the average rate for all employees in a bargaining unit is not available.

Effective Wage Increase

The effective wage increase is the increase in rates of pay including estimated **cost-of-living allowance (COLA)** payments. Estimates of the yield of COLA clauses are obtained by quantifying the characteristics of these clauses in each agreement and applying a combination of actual Consumer Price Index (CPI) increases available to date plus a specified projected inflation rate for the remainder of the contract duration. In succeeding quarters, these estimates are revised using actual CPI values as they become available.

In the current report, an **inflation projection of 2.0 per cent** has been used when the actual rate is unknown. This figure is based on a rounded average of inflation forecasts and is intended for illustrative purposes only and does not constitute an official forecast by Human Resources Development Canada. The use of different inflation rate scenarios could result in varying settlement increases. The inflation projection used will be revised periodically to reflect prevailing economic conditions.

By including reasonable estimates of future payments under COLA clauses, the effective wage increase concept facilitates an accurate comparison of agreements with and without COLA and permits the aggregation of all agreements to yield an improved measure of wage settlements.

Public and Private Sectors

The principal unit of observation is the collective bargaining unit; however, the designation for inclusion in the public sector is by reference to characteristics of the employer with whom a bargaining unit negotiates. Reference to the employer characteristics makes the directives consistent with Statistics Canada's use of "institutional units" or "entities."

While the criteria relate to the classification of the public sector only, *the private sector is defined by exclusion.*

Public sector bargaining units negotiate wages or other working conditions with an employer who is part of, or an agent of, a government or a government business enterprise. The distinction between the two

is whether the activity engaged in is "non-commercial" (Government) or "commercial" (Government Business Enterprise).

Government (Non-Commercial)

The government component comprises all non-commercial entities controlled by governments and mainly financed out of general taxation or other public funds. These entities provide goods and/or services free or at non-market prices (not having a view to profit).

Sub-sectors of the government component are identified below:

(1) Federal Government

Collective bargaining in the federal government component is conducted under the *Public Service Staff Relations Act* (Parts 1 and 2), and the *Parliamentary Employment and Staff Relations Act*.

(2) Provincial and territorial governments

(a) provincial and territorial government administration;
(b) health, education and social services agencies or institutions:
  (i) public hospitals,
  (ii) provincial residential care facilities,
  (iii) universities,
  (iv) colleges, vocational and trade institutions,
  (v) social services business enterprise,
  (vi) provincial elementary and secondary schools.

(3) Local Government Administration

(a) local government organizations such as: municipalities, boards, commissions;
(b) school boards;
(c) social services: establishments at the local level primarily engaged in providing basic domiciliary care only, such as homes for the aged, blind or senile, boarding houses for the aged, day nurseries, shelters, etc.

Government Business Enterprise (Commercial)

The commercial component of the public sector is divided into three broad sub-groupings, based on degree of governmental control, as follows:

(1) Direct Control

A commercial enterprise is directly controlled by a government if one of the following conditions is met:

(a) a government holds more than 50 per cent of its voting equity, directly;
(b) a government has irrevocable options or the right to acquire shares, or convertible debt or equity, exercisable at the discretion of that government.

(2) Effective Control

A commercial enterprise is effectively controlled by a government if one of the following conditions is met:

(a) the government holds a significant voting ownership in a public enterprise, where "significant" is understood as:
  (i) the holding is the largest block of voting equity; and
  (ii) the holding exceeds 33.3 per cent of the voting equity; and
  (iii) the block is larger than the combined percentage of the next two largest blocks;
(b) the commercial enterprise declares that it is effectively controlled by a government;
(c) there exists a method or variety of methods (e.g. significant voting ownership of the enterprise, technological agreements, supply controls or contracts, management contracts, interlocking directorships, etc.)

(3) Indirect Control

A business enterprise is indirectly controlled by a government if that government directly or effectively controls a government business enterprise, which in turn directly or effectively controls that enterprise.

COLLECTIVE BARGAINING RESULTS
for the First Six Months of 2003

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This document presents the collective bargaining results in Canada for the period January through June 2003. It provides statistics pertaining to major work stoppages as well as a review of wage adjustments found in the major settlements (500 or more employees).

Major Work Stoppages

Time not worked during major work stoppages (500 or more employees) in the first six months of 2003 amounted to 643,970 person-days or 0.04 per cent of total estimated working time (four days per 100,000 days worked).[1] If all work stoppages involving one employee or more are included, this rate climbs to 0.06 per cent.

Again this year, the majority of collective agreements (96.0 per cent) were concluded with no work stoppages. Indeed the number of person-days lost due to work stoppages has been relatively low and stable since 1991, as opposed to the two previous decades (see Graph A).

During the first six months of 2003, there were 19 major work stoppages involving 29,657 employees (643,970 person-days not worked).

Seven major work stoppages accounted for 90.0 per cent of person-days not worked (580,070 person-days not worked) during the first six months of 2003. The strike by 2,200 Videotron technical and administrative employees alone, which began in 2002, accounted for 173,800 person-days not worked, which amounts to 27.0 per cent of the January through June 2003 total.

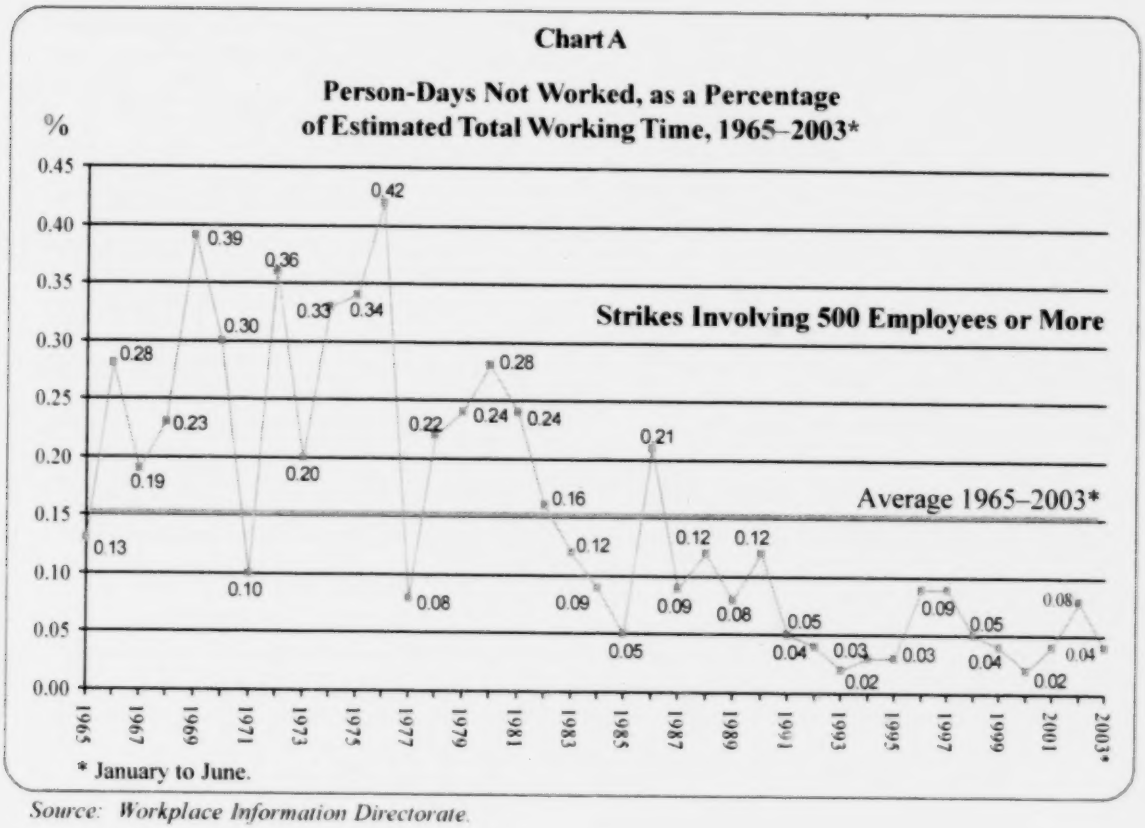
Following are six other work stoppages:

- 2,000 Université de Montréal professors (110,000 person-days not worked);
- 850 Corporation des concessionnaires automobiles de la région de Québec service and maintenance employees (106,250 person-days not worked);
- 3,300 INCO Ltd. smelting and refinery employees (70,720 person-days not worked);
- 500 Noranda Inc. mine employees (45,500 person-days not worked);
- 3,900 Toronto Catholic District School Board teachers (43,200 person-days not worked);
- 1,800 University of British Columbia professors (30,600 person-days not worked).

The private sector experienced 10 work stoppages involving 425,580 person-days not worked (66.1 per cent), while 218,390 person-days were not worked in 9 public sector work stoppages (33.9 per cent).

By jurisdiction, Quebec accounted for 7 major work stoppages for 70.4 per cent of person-days not worked in 2003 (453,500 person-days not worked). Ontario placed second with 7 work stoppages representing 21.6 per cent of

[1] The number of person-days not worked, as expressed in percentage of total estimated working time, corresponds to working time not worked because of major work stoppages (500 or more employees) divided by the total estimated working time, or to the number of days not worked per 10,000 days worked.



Source: Workplace Information Directorate.

person-days not worked (139,350 person-days not worked). British Columbia, with 3 work stoppages, was third with 7.6 per cent of person-days not worked (49,160 person-days not worked).

The federal jurisdiction sector experienced 2 work stoppages which accounted for 175,100 person-days not worked.

In terms of person-days not worked, the education, health and social services sector was the most affected with 9 work stoppages representing 218 390 person-days not worked. The primary industries were second with one work stoppage that accounted for 210 590 person-days not worked.

Finally, a single work stoppage in the information and culture sector was third with 171 290 person-days not worked.

Wage Adjustments

The **220 major collective agreements** ratified in **2003** resulted in an average annual wage adjustment of **2.6 per cent** while the inflation rate for this same period was **3.7 per cent**. This is only the second time in the last six years that the average annual wage adjustment was less than the Consumer Price Index (CPI).

Public sector adjustments **(3.1 per cent)** exceeded those of the **private sector (1.2 per cent)**. Although this was the fourth consecutive year that private sector wage adjustments fell below those in the public sector; over the period 1990 to 1999, private sector adjustments were higher.

This is the first time, that the wage gap in favour of the public sector is so large (1.9 percentage points). Indeed from 2000 to 2002, this gap never

exceeded 0.3 percentage points. Furthermore, since 1990, the public sector obtained annual adjustments lower than the inflation rate eight times while the private sector was five times.

The 165 **public sector** agreements covering 262,010 employees (75.5 per cent of employees) produced an average annual adjustment of **3.1 per cent.** By comparison, 85,060 **private sector** employees obtained an average annual adjustment of **1.2 per cent** for 55 agreements.

One third (34.7 per cent) of public sector employees (90,930) covered by the total 165 public sector agreements obtained an average annual wage adjustment equal to or exceeding 3.6 per cent. For 37.6 per cent of them, the average annual adjustment was 4.0 per cent or more. In the private sector, the proportion of employees who obtained an average annual wage adjustment equal to or exceeding 3.6 per cent was 5.3 per cent (4,510 employees).

During the first six months of 2003, 59.9 per cent of public sector employees (156,990) received an average annual wage adjustment of between 2.0 and 3.5 per cent compared with 36.9 per cent of private sector employees (31,370). It is interesting to note that for more than half of public sector employees included in this group (52.5 per cent), the average annual adjustment was between 3.0 and 3.5 per cent. By comparison, this proportion within the private sector was 24.2 per cent. Finally, 20.6 per cent of private sector employees and 4.0 per cent of public sector employees obtained average wage adjustments of between 0.1 and 1.9 per cent.

Over the first six months of 2003, wage freezes affected 13,660 employees (4 agreements), or 3.9 per cent of employees covered by 220 agreements.[2] In the private sector, 12.1 per cent of employees were affected by wage freezes while the corresponding proportion within the public sector was 1.3 per cent. Also, 74.4 per cent of employees who saw their wages frozen are private sector employees.

Among private sector employees subject to wage freezes, 7,060 were from Air Canada customer service, and 3,100 were Canada Safeway retail employees in Manitoba.[3] In the public sector, wages were frozen for 3,500 University of British Columbia clerical and maintenance employees and teaching assistants.

The period January through June 2003 was the first time in which the proportion of private sector employees imposed wage rollbacks was so high. In fact, 21,470 employees, or 25.2 per cent of the private sector, and 6.2 per cent of all employees were imposed with wage rollbacks. This number is comprised of 13,630 maintenance employees and 7,840 flight attendants with Air Canada.

In fact, wage rollbacks imposed by Air Canada affect 2003 results in a major way. Were we to exclude these agreements, the average annual adjustment for the private sector would go from 1.2 per cent to 2.1 per cent. For all agreements, the average annual adjustment would be 2.9 per cent rather than 2.6 per cent.

[2] By comparison, only about 0.9 per cent of employees covered by an agreement reached in 2002 were imposed wage freezes, 0.8 per cent in 2001, 0.7 per cent in 2000, 3.3 per cent in 1999, 8.3 per cent in 1998, 18.6 per cent in 1997, 33.4 per cent in 1996, 23.3 per cent in 1995, 49.3 per cent in 1994, and 64.3 per cent in 1993.

[3] It should be noted that two other agreements reached in Ontario and not included in the initial statistics called for wage freezes, they cover 1,170 Bombardier and 700 TRW Canada employees.

Table 1

Major Wage Settlements, 1990–2003*

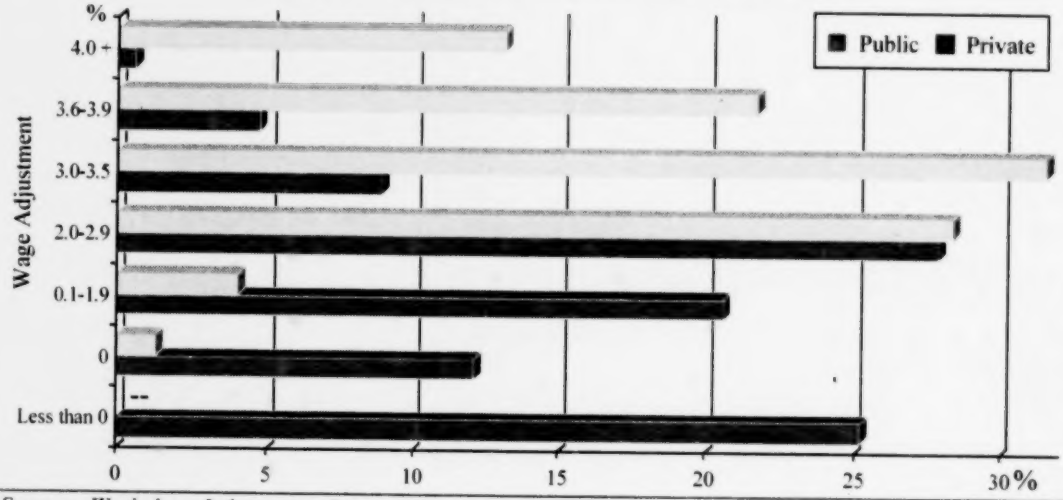
	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003*
Wage Adjustments	**5.6**	**3.6**	**2.1**	**0.7**	**0.3**	**0.9**	**0.9**	**1.5**	**1.7**	**2.2**	**2.5**	**3.2**	**2.8**	**2.6**
Public Sector	5.6	3.4	2.0	0.6	0.0	0.6	0.5	1.1	1.6	2.0	2.5	3.3	2.9	3.1
Private Sector	5.7	4.4	2.6	0.8	1.2	1.4	1.7	1.8	1.8	2.7	2.4	3.0	2.6	1.2
Manufacturing	5.0	3.6	2.1	1.8	2.0	2.3	2.8	2.3	1.5	3.5	2.5	2.5	3.5	2.4
CPI (per cent change)	**4.8**	**5.6**	**1.5**	**1.8**	**0.2**	**2.2**	**1.6**	**1.6**	**0.9**	**1.7**	**2.7**	**2.6**	**2.2**	**3.7**

** January through June results.*

Source: Workplace Information Directorate.

Chart B

Distribution of Employees by Size of Wage Adjustment for the First Six Months of 2003



Source: Workplace Information Directorate.

Wage Adjustments by Jurisdiction

In terms of the number of employees covered, **Ontario** and **Quebec** dominate with more than half of the employees covered (55.5 per cent) by agreements reached from January through June 2003. **Ontario** alone represents 42.6 per cent (147,950) of employees covered by the agreements settled.

Average annual wage adjustments for **Ontario** were of **3.4 per cent**. Within the public sector, 133,130 employees obtained adjustments of 3.5 per cent, while this number was 2.6 per cent for 14,820 private sector employees. In **Quebec**, the average annual wage adjustment was of **2.2 per cent** for 44,790 employees, with an adjustment of 2.2 per cent for 35,010 public sector employees, and 2.6 per cent for 9,780 private sector employees.

For the total **Atlantic** Provinces, 17,900 employees obtained an average annual adjustment of **3.2 per cent.** In the public sector, 13,330 employees received an average annual adjustment of 3.2 per cent while 4,570 private sector

employees obtained an adjustment of 3.1 per cent. The **3.4 per cent** average annual adjustment given to 10,700 **Nova Scotia** employees obviously impacted heavily on data for the Atlantic. The average annual adjustments for this province's 10,000 public sector and 700 private sector employees were 3.4 per cent and 3.1 per cent respectively. However, it was in **Prince Edward Island** that gains were the highest, with **3.6 per cent** for approximately 640 private sector employees. In **Newfoundland and Labrador,** the average annual wage adjustment was of **3.0 per cent,** with 4.0 per cent for 870 public sector employees and 2.7 per cent for 2,500 private sector employees. **New Brunswick** had an average adjustment of **2.6 per cent** with 2,460 public sector employees obtaining 2.3 per cent and 730 private sector employees receiving 3.8 per cent.

For the three **Prairie Provinces,** the overall average annual wage adjustment was **2.7 per cent** for 48,250 employees. In the public sector, 34,060 employees obtained an adjustment of 3.3 per cent compared to 1.2 per cent for 14,190 private sector employees.

In **Alberta,** the average annual wage adjustment reached was **2.8 per cent** for 29,880 employees, primarily (69.0 per cent) in the public sector. Within this sector, 20,630 employees received an adjustment of 3.5 per cent compared to 1.4 per cent for the 9,250 private sector employees covered. In **Manitoba,** the adjustment was **2.5 per cent** for 16,240 employees, 77.8 per cent of who were from the public sector where 12,630 employees were given an adjustment of 3.1 per cent compared to 0.3 per cent for 3,610 private sector employees. In **Saskatchewan,** the average wage adjustment was **3.0 per cent** for 2,130 employees covered by two agreements. In this case, 800 public sector employees received an adjustment of 3.6 per cent while 1,330 private sector employees received 2.6 per cent.

Excluding the federal jurisdiction, which was influenced by the Air Canada agreements, 24,640 **British Columbia** employees obtained **2.0 per cent,** the lowest average annual wage adjustment this year as it was in 2002. The public sector's 23,590 employees received an adjustment of 2.0 per cent, while 1,050 private sector employees obtained an average adjustment of 2.2 per cent.

In the **Multiprovince** category, 1,410 private sector employees, and 690 **Yukon** public sector employees each obtained respectively an average adjustment of **2.2** and **2.5 per cent**.

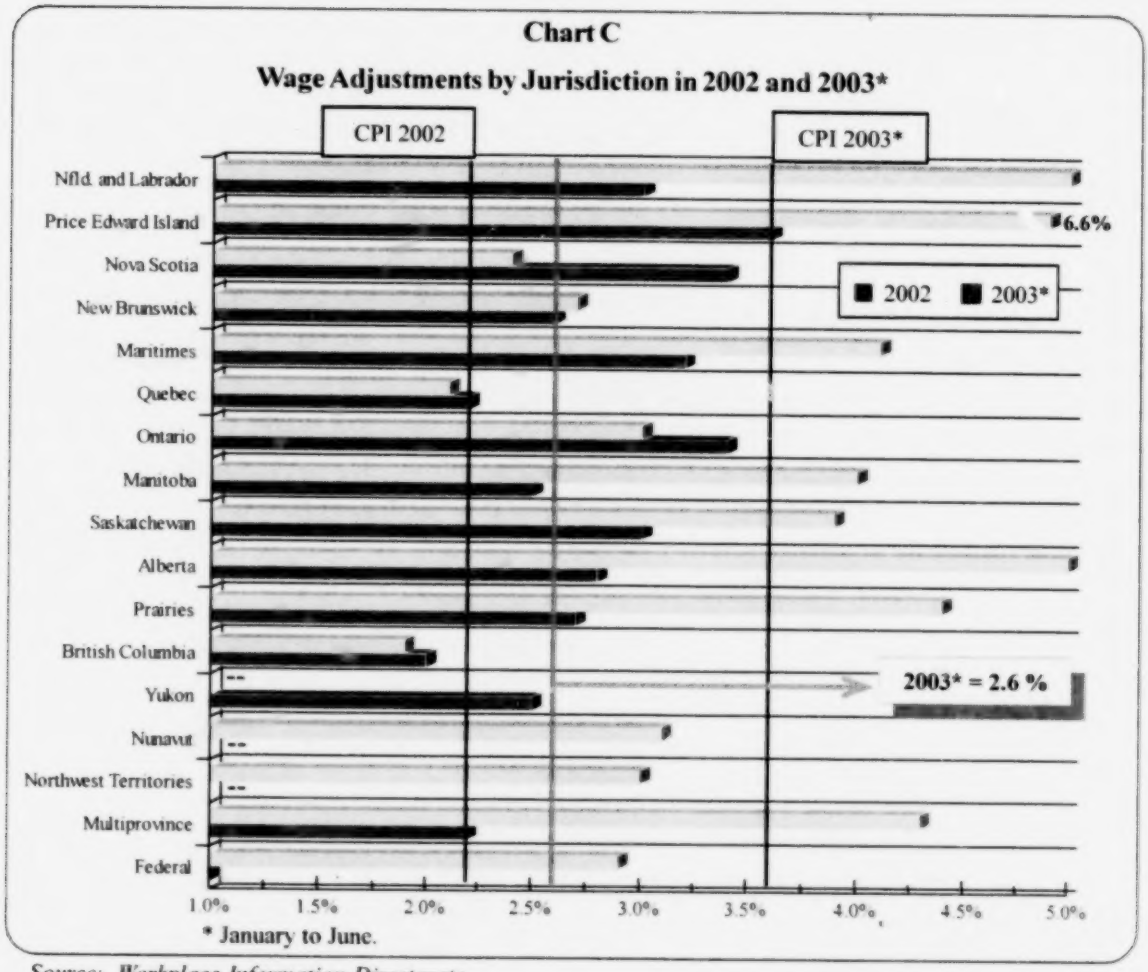
In the **federal jurisdiction** sector, 61,440 employees (17.7 per cent of employees covered) obtained the lowest average annual wage adjustment at **1.0 per cent.** In this case, 22,200 public sector employees obtained an adjustment of 2.7 per cent compared to 0.1 per cent for some 39,240 private sector employees. The Air Canada wage freeze and wage rollbacks of the collective agreements for 28,530 employees obviously had a major impact on these results.

Table 2

Average Annual Wage Adjustment and Number of Agreements by Region/Jurisdiction, for the First Half of 2003

	Number of Agreements	Adjustments
Atlantic	8	3.2 %
Newfoundland and Labrador	2	3.0 %
Prince Edward Island	1	3.6 %
Nova Scotia	2	3.4 %
New Brunswick	3	2.6 %
Quebec	28	2.2 %
Ontario	110	3.4 %
Prairie Provinces	29	2.7 %
Manitoba	6	2.5 %
Saskatchewan	2	3.0 %
Alberta	21	2.8 %
British Columbia	26	2.0 %
Yukon	1	2.5 %
Multiprovince	2	2.2 %
Federal	16	1.0 %
Total	**220**	**2.6 %**

Source: Workplace Information Directorate



Source: Workplace Information Directorate.

Wage Adjustments by Industry

More than half of all employees covered (54.0 per cent) are from the **education, health, and social services** sector where 187,260 employees obtained an average annual wage adjustment of **3.3 per cent.** In terms of employees covered, this sector is followed by the **transportation** sector where the average wage adjustment reached **0.7 per cent** for some 46,220 employees. Once again, agreements reached at Air Canada had a major influence on this sector's adjustment rates. Along with the **public administration** sector, where 39,020 employees obtained an average wage

Table 3

Average Annual Wage Adjustments and Number of Agreements, by Major Industry, For the First Half of 2003

	Number of Agreements	Adjustments
Education, Health and Social Services	134	3.3 %
Entertainment and Hospitality	4	3.3 %
Public Administration	16	2.8 %
Finance and Prof. Services	2	2.8 %
Primary Industries	2	2.7 %
Manufacturing	26	2.4 %
Utilities	10	2.4 %
Construction	2	2.4 %
Information and Culture	6	2.1 %
Wholesale and Retail Trade	6	1.0 %
Transportation	12	0.7 %
All Industries	**220**	**2.6 %**

Source: Workplace Information Directorate.

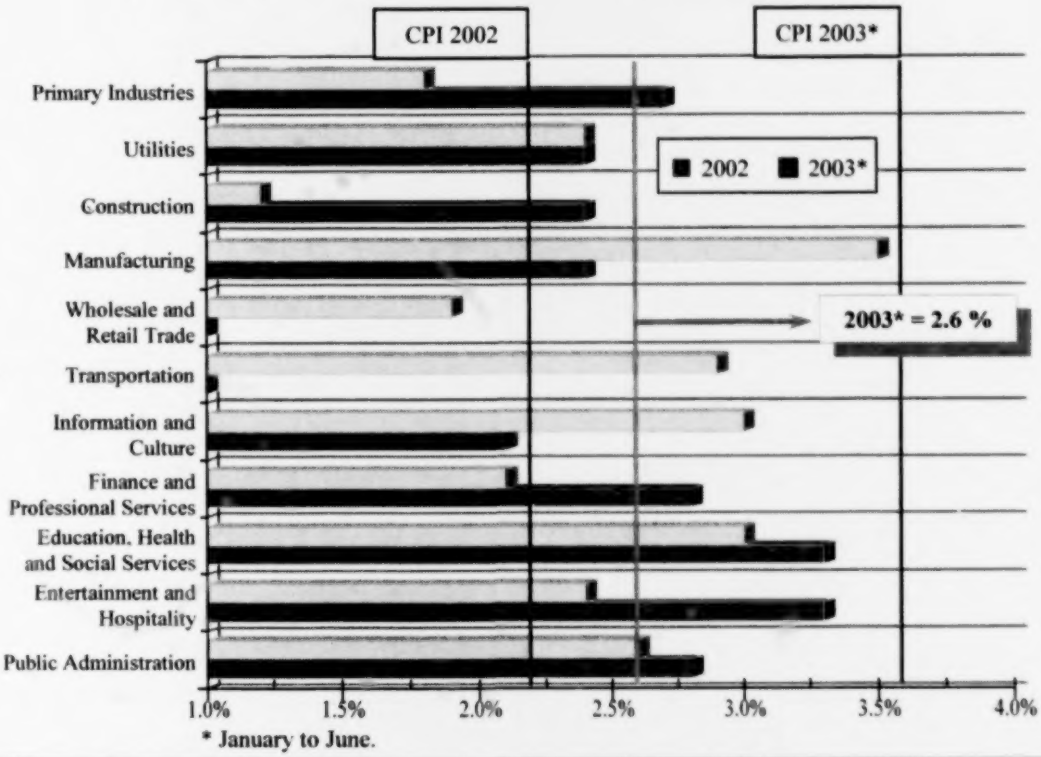
adjustment of **2.8 per cent,** these three sectors represent fully 78.5 per cent of all employees covered by agreements reached to date in 2003.

Once again in terms of numbers of employees covered, the **manufacturing** (24,420 employees) and **utilities** (22,020 employees) sectors, each received an adjustment of **2.4 per cent,** the **wholesale and retail trade** sector's 12,490 employees obtained an average adjustment of **1.0 per cent,** and in the **information and culture** sector, 7,670 employees received an average annual wage adjustment of **2.1 per cent.**

The **entertainment and hospitality** sector's 3,530 employees received an average annual wage adjustment of **3.3 per cent,** the **finance and professional services** sector, with 1,920 employees received a **2.8 per cent** adjustment, the **primary industries** sector, with 1,410 employees benefited from a **2.7 per cent** adjustment, and the **construction** sector, with 1,110 employees received a **2.4 per cent** adjustment.

Chart D

Wage Adjustments by Industry in 2002 and 2003*



* January to June.

Source: Workplace Information Directorate.

WORK STOPPAGES

Workplace Information Directorate
Labour Program, Human Resources Development Canada

Second Quarter of 2003 (500 or More Employees)

There were 12 work stoppages involving 500 or more employees during the second quarter of 2003 in Canada. Five work stoppages accounted for 88 per cent of the person-days not worked. The strike involving INCO Ltd. in Ontario and United Steelworkers of America covered 70,720 person-days not worked which represents 22 per cent. A second work stoppage between Université de Montréal and Canadian Union of Public Employees involving 2,000 employees covered 66,000 person-days not worked, which represents 21 per cent. In Quebec, the work stoppage of 850 employees of la Corporation des conces-sionnaires d'automobiles de la région de Québec represented 52,700 person-days not worked and accounted approximately 17 per cent of the total of person-days not worked. The work stoppage between Vidéotron ltée. and Canadian Union of Public Employees involving 2,200 employees represented 48,400 person-days not worked, while the work stoppage between Toronto Catholic District School Board and Ontario English Catholic Teachers' Association involving 3,900 employees represented 43,200 person-days not worked. Those two strikes represented approximately 29 per cent of the total person-days not worked.

Table 1

Major Work Stoppages by Jurisdiction, Second Quarter 2003

Jurisdiction	Stoppages	Employees Involved	Person-Days Not Worked
Newfoundland and Labrador	-	-	-
Prince Edward Island	-	-	-
Nova Scotia	-	-	-
New Brunswick	-	-	-
Quebec	6	5,800	150,650
Ontario	3	7,787	118,260
Manitoba	1	660	660
Saskatchewan	-	-	-
Alberta	-	-	-
British Columbia	1	750	1,780
Territories	-	-	-
Multiprovince	-	-	-
Total Provinces	**11**	**14,997**	**271,350**
Canada Labour Code-Part I	1	2,200	48,400
Federal Administration	-	-	-
Federal Total	**1**	**2,200**	**48,400**
Total	**12**	**17,197**	**319,750**

Source: Workplace Information Directorate.

Table 2

Major Work Stoppages by Industry, Second Quarter 2003

Industries	Stoppages	Employees Involved	Person-Days Not Worked
Primary Industries	1	3,319	70,720
Ublities	-	-	-
Construction	-	-	-
Manufacturing	3	2,110	23,210
Wholesale and RetailTrade	1	850	52,700
Transportation	-	-	-
Information and Culture	1	2,200	48,400
Finance and Professional Services	-	-	-
Education, Health and Social Services	6	8,718	124,720
Entertainment and Hospitality	-	-	-
Public Administration	-	-	-
Various Industries	-	-	-
Total	**12**	**17,197**	**319,750**

Source: Workplace Information Directorate.

First Quarter of 2003 (One or More Employees)

Table 3

All Work Stoppages by Jurisdiction, First Quarter 2003

Jurisdiction	Cumulative to March 31, 2003 Stoppages	Employees Involved	Person-Days Not Worked
Newfoundland and Labrador	1	33	1,153
Prince Edward Island	1	5	320
Nova Scotia	-	-	-
New Brunswick	-	-	-
Quebec	35	6,225	179,900
Ontario	38	10,294	103,910
Manitoba	2	453	9,210
Saskatchewan	1	65	320
Alberta	1	27	30
British Columbia	4	4,096	52,120
Territories	-	-	-
Multiprovince	-	-	-
Total Provinces	**83**	**21,198**	**346,963**
Canada Labour Code-Part I	10	4,630	132,990
Federal Administration	1	35	70
Federal Total	**11**	**4,665**	**133,060**
Total	**94**	**25,863**	**480,023**

Source: Workplace Information Directorate.

Table 4

All Work Stoppages by Industry, First Quarter 2003

Industries	Cumulative to March 31, 2003 Stoppages	Employees Involved	Person-Days Not Worked
Primary Industries	3	576	19,400
Utilities	-	-	-
Construction	-	-	-
Manufacturing	37	5,794	143,800
Wholesale and RetailTrade	9	2,076	66,700
Transportation	9	2,498	6,690
Information and Culture	7	2,362	130,150
Finance and Professional Services	1	56	1,420
Education, Health and Social Services	15	10,757	99,670
Entertainment and Hospitality	6	1,423	9,230
Public Administration	7	321	2,963
Various Industries	-	-	-
Total	**94**	**25,863**	**480,023**

Source: Workplace Information Directorate.

A weekly listing of major work stoppages in Canada and a full chronological perspective are available on the Workplace Information Directorate Website at:

http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng/.

Table 5

A Chronological Perspective of all Work Stoppages

Period	Number Beginning Month or Year	In Existence During Year or Month*			Percentage of Estimated Working Time
		Total Number	Employees involved	Person-days Not Worked	
1993	323	381	101,784	1,516,640	0.05
1994	312	374	80,856	1,606,580	0.06
1995	282	328	149,159	1,583,070	0.05
1996	297	330	281,438	3,351,240	0.11
1997	229	284	257,664	3,610,210	0.12
1998	341	381	244,402	2,443,870	0.08
1999	358	413	158,415	2,442,580	0.08
2000	321	379	143,456	1,656,790	0.05
2001	324	381	220,529	2,204,110	0.07
2002	250	293	168,670	3,033,437	0.09
2002					
March	14	56	38,666	440,036	0.16
April	19	55	45,067	770,424	0.28
May	29	78	46,150	242,674	0.08
June	17	64	13,932	139,404	0.05
July	35	79	30,354	256,001	0.09
August	22	61	11,634	155,069	0.05
September	19	64	16,094	165,730	0.06
October	31	80	17,267	200,120	0.07
November	17	72	12,975	146,479	0.05
December	12	56	10,833	136,810	0.05
2003					
January	8	53	11,520	144,500	0.05
February	16	48	15,784	144,070	0.05
March	25	61	15,181	191,453	0.07

* Refers to work stoppages which began during the year or month as well as those carried over from the previous year or month.

Source: Workplace Information Directorate.

TECHNICAL NOTES

Data on work stoppages collected by the Workplace Information Directorate of the Labour Program of Human Resources Development Canada covers strikes and lockouts which amount to 10 or more person-days lost.

A strike is a concerted work stoppage by a group of employees which is done in order to bring about a change in an employer's position, and it occurs during the negotiating process. A legal strike is one that respects all the conditions mandated by law, most notably that the strike is taking place during negotiations. A lockout occurs when work is suspended by the employer or a group of employers in order to pressure employees to change their position, and a lockout must also occur during the negotiating process.

Developments leading to work stoppages are sometimes too complex to make it practicable to distinguish between strikes on the one hand and lockouts on the other.

The major characteristics of work stoppages on which information is gathered are:

Employer—Firm or firms employing the employees reported on strike or locked out.

Location—Location of the plant or premises at which the work stoppage occurred.

Industry—Industry of employer according to the North American Industry Classification System (1997).

Union—The workers' organization(s) directly involved or concerned in the dispute that led to work stoppage.

Workers Involved—The total number, or approximate total number, of employees reported on strike or locked out, whether or not they all belonged to the union. Where the number of employees involved varied in the course of the stoppage, the maximum number is used in tabulating annual or other totals. (Where a stoppage commenced in a previous year, the maximum number during the whole stoppage is the number used). Monthly totals are similarly based on the highest figures but allowance is made for changes reported in stoppages extending over two or more months. The total number of employees shown may include the same employees more than once if they are involved in more than one work stoppage during the year (or other reference period). Employees indirectly affected, such as those laid off as a result of a work stoppage, are not included in the data on employees involved.

Starting Date—The day on which the work stoppage began.

Termination Date—The termination date is the day on which work was resumed. Some work stoppages are never formally settled, and this presents statistical difficulties. In such a case, the stoppage is usually considered terminated for statistical purposes, at the date by which it was established that two-thirds or more of the employees involved had either returned to work, or had found work with other employers; or the date by which it was reported that the operations affected by the work stoppage would not be resumed.

Duration – The duration of each stoppage is calculated in terms of working days, including the starting date and all subsequent normal working days up to the termination date. The days counted as working days are those on which the establishment involved would normally be in operation (five days per week).

Duration in Person-Days—Duration in working days multiplied by the number of employees involved. For work stoppages involving establish-

ments in which the number of weekly working days (see Duration above) exceeds the work week of individual employees, the duration in person-days is adjusted by the appropriate ratio. The data on duration of work stoppages in person-days are provided to facilitate comparisons of work stoppages in terms of a common denominator; they are not intended as a measure of the loss of production time to the economy. The expression "time loss" is occasionally used instead of "duration in person-days." The term most commonly used is person-days not worked due to the duration in person-days of all work stoppages in a year is also shown as a percentage of estimated working time based on estimates of the number of non-agricultural paid employees in Canada obtained from the *Labour Force Survey* of Statistics Canada.

Jurisdiction—Statistics on work stoppages are also classified according to jurisdiction. This is done on the basis of the government and those businesses covered by Part 1 of the *Canadian Labour Code* whose industrial relations statistics are applicable to the establishment involved in the dispute. (The tabulation of statistics on work stoppages by jurisdiction corresponds to a tabulation by province, except where the Federal jurisdiction is involved.)

The data reflect all work stoppages that have come to the notice of Workplace Information Directorate, and meet the criteria defined above, e.g. minimum person-days. The methods used to secure this information are believed to be adequate to preclude the possibility of major omissions.

Source: Workplace Information Directorate, Labour Program, Human Resources Development Canada.

Workplace Information

Information sur les milieux de travail

UNION MEMBERSHIP IN CANADA—2003

Workplace Information Directorate
Labour Program, Human Resources Development Canada

Each year, the department carries out a survey of labour organizations in Canada with international and national unions either affiliated or unaffiliated to a central labour congress and having one or more members and labour organizations consisting of a single bargaining unit and having more than 50 members, but non affiliated with any other labour organizations.

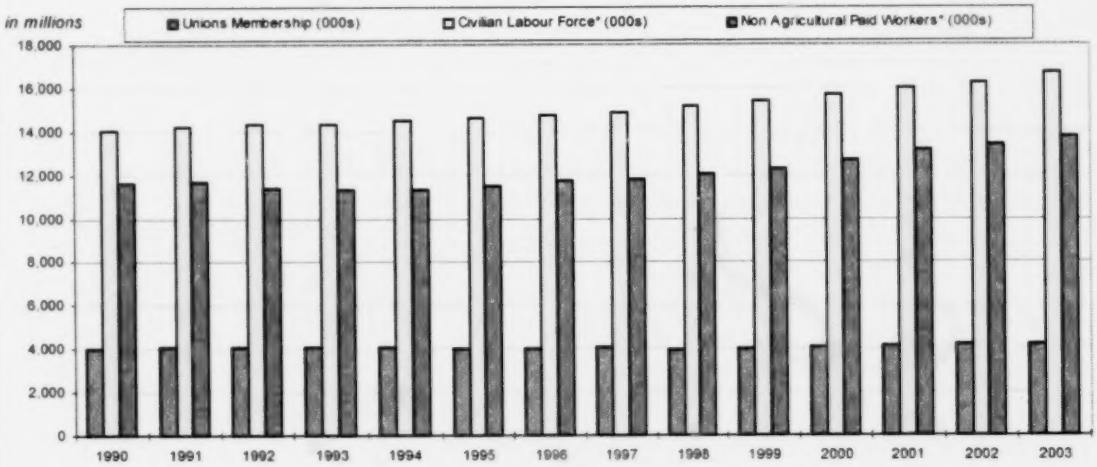
Preliminary data indicate that union membership in January 2003 stood at 4,178,000. This figure represents an increase of 4,000 members compared to 2002, namely 4,174,000 members (see graph and Table 1). However, over the year 2002, non agricultural paid employment rose more rapidly by 323,000.

Consequently, the unionization rate or union density (union membership as a percentage of non agricultural paid employment) continued its marginal decline to 30.4 per cent.

The affiliated membership of the Canadian Labour Congress decreased by 5,690 from 3,037,395 in 2002 to 3,031,705 in 2003 and its share of total union membership decreased from 72.8 per cent in 2002 to 72.6 per cent in 2003.

Between 2002 and 2003, the unaffiliated national unions decreased from 12.2 per cent to 11.7 per cent, which represents a reduction of approximately 16,760 members.

Union Membership, Non-Agricultural Paid Workers and the Civilian Labour Force 1990–2003



* Statistics Canada, The Labour Force Survey, Labour Statistics Division.

Source: Workplace Information Directorate.

Table 1

Union Membership in Canada, 1990–2003

Year	Union Membership (000s)	Civilian Labour Force[1] (000s)	Non Agricultural Paid Workers[1] (000s)	Union Membership as a Percentage of Civilian Labour Force	Union Membership as a Percentage of Non Agricultural Paid Workers
1990	4,031	14,047	11,598	28.7	34.8
1991	4,068	14,241	11,679	28.6	34.8
1992	4,089	14,330	11,414	28.5	35.8
1993	4,071	14,362	11,303	28.3	36.0
1994	4,078	14,505	11,310	28.1	36.1
1995	4,003	14,627	11,526	27.4	34.7
1996	4,033	14,750	11,764	27.3	34.3
1997	4,074	14,900	11,802	27.3	34.5
1998	3,938	15,153	12,031	26.0	32.7
1999	4,010	15,418	12,295	26.0	32.6
2000	4,058	15,721	12,707	25.8	31.9
2001	4,111	15,999	13,146	25.7	31.3
2002	4,174	16,242	13,414	25.7	31.1
2003	4,178	16,690	13,737	25.0	30.4

Note: Labour Force and non agricultural paid employment data shown for each year are annual averages of the preceding year; data shown for union membership are as of *January* of the years shown and as reported by labour organizations.

[1] Statistics Canada. The Labour Force Survey. Labour Statistics Division.

Source: Workplace Information Directorate.

Table 2

Unions with Largest Membership, 2002–2003

	Membership (000s)	
	2002	2003
Canadian Union of Public Employees (CLC)	521.6	521.6
National Union of Public and General Employees (CLC)	325.0	325.0
National Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (CLC)	238.0	268.0
United Food and Commercial Workers International Union (AFL-CIO/CLC)	220.8	220.0
United Steelworkers of America (AFL-CIO/CLC)	180.0	180.0
Communications, Energy and Paperworkers Union of Canada (CLC)	150.0	150.0
Public Service Alliance of Canada (CLC)	150.0	150.0
International Brotherhood of Teamsters (AFL-CIO/CLC)	102.0	110.0
Fédération de la santé et des services sociaux (CSN)	101.3	101.3
Fédération des syndicats de l'enseignement (CEQ)	67.6	81.2
Laborers' International Union of North America (AFL-CIO/CLC)	72.5	80.0
Service Employees International Union—Canada (AFL-CIO/CLC)	90.0	78.2
Elementary Teachers' Federation of Ontario (CLC)	63.5	62.8
Industrial Wood and Allied Workers of Canada (CLC)	42.5	55.0
International Brotherhood of Electrical Workers (AFL-CIO/CLC)	54.8	54.8
United Brotherhood of Carpenters and Joiners of America (AFL-CIO/CLC)	53.0	52.0
Ontario Secondary School Teachers' Federation (CLC)	48.4	50.4
Canadian Union of Postal Workers (CLC)	50.7	49.7
Ontario Nurses' Association (CLC)	45.0	48.0
British Columbia Teachers' Federation (Ind.)	52.6	46.1
Fédération des infirmières et infirmiers du Québec (Ind.)	45.5	44.5
Syndicat de la fonction publique du Québec (Ind.)	41.0	42.9
International Association of Machinists and Aerospace Workers (AFL-CIO/CLC)	44.0	42.0
United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada (AFL-CIO/CLC)	39.6	40.0
Fédération du commerce inc. (CSN)	38.0	40.0
Fédération des employées et employés de services publics inc. (CSN)	40.0	40.0
Professional Institute of the Public Service of Canada (Ind.)	41.8	38.0
International Union of Operating Engineers (AFL-CIO/CLC)	36.0	36.0
Alberta Teachers' Association (Ind.)	32.0	35.4
Ontario English Catholic Teachers' Association (CLC)	34.0	34.0
Office and Professional Employees International Union (AFL-CIO/CLC)	35.0	32.0
Hotel Employees and Restaurants Employees International Union (AFL-CIO/CLC)	28.5	30.0

Source: Workplace Information Directorate.

Table 3

Union Membership by Congress Affiliation, 2002–2003

Congress Affiliation	2002		2003	
	Membership	%	Membership	%
CLC	3,037,395	72.8	3,031,705	72.6
CLC only	1,865,995	44.7	1,917,855	45.9
AFL-CIO/CLC	1,171,400	28.1	1,113,850	26.7
CSN	272,600	6.5	279,150	6.7
CSQ	104,720	2.5	123,030	2.9
CSD	62,120	1.5	61,430	1.5
CCU	9,670	0.2	8,510	0.2
AFL-CIO only	24,540	0.6	27,830	0.7
Unaffiliated International Unions	**1,050**	**0.0**	**1,500**	**0.0**
Unaffiliated National Unions	**507,430**	**12.2**	**490,670**	**11.7**
Independent Local Organizations	**154,475**	**3.7**	**154,630**	**3.7**
Total	**4,174,000**	**100.0**	**4,178,000**	**100.0**

Note: Due to rounding sums may not always equal totals.

Source: Workplace Information Directorate.

Table 4

National and International Composition of Unions, 2002–2003

Type of Union	2002		2003	
	Number	%	Number	%
	Unions			
National	220	24.8	224	25.4
International	46	5.2	46	5.2
Other*	620	70.0	612	69.4
Total	**886**	**100.0**	**882**	**100.0**
	Membership (000s)			
National	2,772	66.4	2,830	67.7
International	1,197	28.7	1,143	27.3
Other*	205	4.9	205	5.0
Total	**4,174**	**100.0**	**4,178**	**100.0**

Note: Due to rounding, sums may not always equal totals.

* Includes directly chartered unions and independent local organizations (see Table 6).

Source: Workplace Information Directorate.

Table 5

International and National Unions by Size, 2002–2003

Membership Range	International Unions		National Unions		Total	
	2002	2003	2002	2003	2002	2003
	Unions					
Under 999	7	8	72	78	79	86
1,000 – 9,999	17	17	104	99	121	116
10,000 – 29,999	11	10	22	22	33	32
30,000 – 49,999	4	5	11	11	15	16
50,000 – 99,999	4	3	5	7	9	10
100,000 and over3	3	6	7	9	10	
Total	**46**	**46**	**220**	**224**	**266**	**270**
	Membership (000s)					
Under 999	2	3	30	33	32	36
1,000 – 9,999	70	72	365	336	435	408
10,000 – 29,999	198	165	372	369	570	534
30,000 – 49,999	155	180	445	449	600	629
50,000 – 99,999	270	213	299	419	569	632
100,000 and over	502	510	1,261	1,224	1,763	1,734
Total	**1,197**	**1,143**	**2,772**	**2,830**	**3,969**	**3,973**

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate.

Table 6

Union Membership by Type of Union and Affiliation, 2003

Type and Affiliation	Unions	Locals	Membership	
			Number	%
International Unions	**46**	**3,151**	**1,143,180**	**27.4**
AFL-CIO/CLC	38	3,053	1,113,850	26.7
AFL-CIO only	4	82	27,830	0.7
Unaffiliated Unions	4	16	1,500	0.0
National Unions	**224**	**13,085**	**2,830,070**	**67.7**
CLC	65	7,440	1,917,280	45.9
CSN	12	2,453	279,150	6.7
CEQ	15	385	123,030	2.9
CCU	6	26	8,510	0.2
CSD	3	97	11,430	0.3
Unaffiliated Unions	119	2,684	490,670	11.7
Directly Chartered Unions	**319**	**-**	**50,570**	**1.2**
CSD	309	-	50,000	1.2
CLC	10	-	570	0.0
Independent Local Organizations	**293**	**-**	**154,630**	**3.7**
Total	**884**	**16,236**	**4,178,000**	**100.0**

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate.

Table 7

Canadian Labour Congress Membership by Affiliation, 2002–2003

	2002		2003	
Type and Affiliation	Membership	%	Membership	%
International Unions	**1,171,400**	**38.6**	**1,113,850**	**36.7**
AFL-CIO/CLC	1,171,400	38.6	1,113,850	36.7
CLC only	-	-	-	-
National Unions	**1,865,995**	**61.4**	**1,917,855**	**63.3**
CLC only	1,865,565	61.4	1,917,855	63.3
Directly Chartered Local Unions	**430**	**0.0**	**570**	**0.0**
Total	**3,037,395**	**100.0**	**3,031,705**	**100.0**

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate.

Structure and Affiliation Changes to International and National Unions

Memorial University of Newfoundland Faculty Association has joined National Union of Canadian Association of University Teachers in Fall 2002.

Carleton University Academic Staff Association has joined National Union of Canadian Association of University Teachers in Fall 2002.

Syndicat des salariés(es) Bertrand Degré inc. has joined Centrale des syndicats démocratiques in Summer 2003.

Name Changes—Old Name /New Name

Liberty Health/ HOOPP Employees Association/ Maritime Life Employees Association (July 2003).

Comité de relations de travail Bertrand Degré inc./ Syndicat des salariés(es) de Bertrand Degré inc. (July 2003).

New Unions in Part 1

Syndicat des employés(es) de RDS-CSN.

Syndicat des travailleurs et des travailleuses de l'hôpital Notre-Dame (CSN).

Directory of Labour Organizations in Canada

Visit the Labour Program Website at http://labour.hrdc-drhc.gc.ca/millieudetravail_workplace/, choose Directory of Labour Organizations in Canada to obtain information on labour organizations in Canada. The searchable database provides information such as the affiliation, membership, telephone and fax numbers as well as e-mail and Website address.

Directory of Labour Organizations in Canada

Please enter your search criteria below, partial names and acronyms are also allowed (all fields are optional):

Union:

Affiliation: (All Affiliations)

Organization type: (All Types)

Membership (size): From To *(inclusive)*

Headquarters

City:

Prov./State: (All provinces)

Submit

Selected Provisions in Collective Agreements

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Workplace Absenteeism

Introduction

According to Statistics Canada (2002), absenteeism refers to absences normally associated with personal reasons, and which are avoidable, regular, often unexpected, and represent a source of irritation for both employers and co-workers. These absences may have numerous consequences ranging from disruption of work schedules and production to increased costs.

Absenteeism is a problem that is difficult to quantify (Statistics Canada 2003). Indeed, it is hard to differentiate between avoidable and unavoidable absences because incidents of absenteeism are often disguised as legitimate absences.

This article will familiarize the reader with the absenteeism phenomenon, as well as with a variety of approaches used to tackle it. Excerpts from Canadian collective agreements aimed at controlling absenteeism are also presented.

According to the *Labour Force Survey* on which Statistics Canada based its analytical report entitled *Work Absence Rates, 1991 to 2001* (2002), there are 13 categories of causes of absences:

- own illness or disability;
- caring for children;
- caring for elderly relative;
- maternity leave;
- other personal or family responsibilities;
- vacation;
- labour dispute;
- temporary layoff due to economic reasons;
- statutory holidays;
- bad weather;
- job started/ended in week;
- working short time; and
- other.

Nonetheless, according to Le Corre et al. (2000), categories representing justifiable absences should not be included when calculating absenteeism. Thus leave granted by law may not be monitored, employers simply having to await the absent employee's return. These types of leave include, among others, vacation leave, statutory holidays, bereavement leave, maternity or parental leave, leave for the birth or adoption of a child, leave for the employee's wedding or that of a close relative, leave for family obligations, etc. Furthermore, absences due to jury or witness duty, to preventative withdrawal from work, to elected office, and to volunteer firefighter duty do not contribute to absenteeism.

According to the Statistics Canada report (2002), absences due to personal reasons (excluding maternity leave) and time lost as a result increased steadily from 1997 to 2001. In 2001, the proportion of employees with full-time employment who were absent from work for personal reasons for part or all of a week reached about 7 per cent, 1.5 percentage points higher than in 1997.

An increase may similarly be observed in the proportion of normal work time lost during a week as a result of absences, going from 3.0 per cent in 1997 (7.4 days) to 3.4 per cent (8.5 days) in 2001. In total, about 85.2 million workdays were lost due to personal reasons in 2001, a considerable increase compared to the 65.6 million days lost in 1997.

Moreover, Statistics Canada (2002) emphasizes that this very same upward trend may be observed with respect to illness or disability (from 6.2 days in 1997 to 7.0 days in 2001) and personal or family obligations (1.2 days in 1997 compared to 1.5 days in 2001).

The sectors that lost the most time due to the absence of full-time employees during 2001 were, in descending order, health and social services (12.8 days), public administration (10.1 days) and transportation and warehousing (10.0 days). The professional, scientific and technical services sector accounted for the fewest days lost (5.0 days).

While the national average for 2001 was about 8.5 workdays lost, employees from New Brunswick (10.1 days), Saskatchewan (10.0 days), and Nova Scotia and British Columbia (9.6 days) were those who lost the most, while Prince Edward Island and Ontario employees each totalled 7.6 days lost.

It is equally interesting to notice that for 2001, public sector employees lost three days more than their private sector counterparts, or 10.7 days compared to 7.9 days, and that unionized employees lost about twice the number of workdays than non-unionized employees. This gap is due in large part, however, to clauses pertaining to the right to sick leave present in virtually every Canadian collective agreement.

According to Renaud et al. (1999), factors explaining absenteeism may be categorized into five groups:

- socio-demographic factors (age, sex, marital status, number of dependants, education, health);
- organizational factors (industry, size of company, unionization, culture and social norms of colleagues, organizational practices, satisfaction with the organization, level of job autonomy);
- employment-related factors (job satisfaction, type of employment, work and vacation schedule, overtime);
- workplace factors (cyclical variations such as time of year, climate and unemployment level); and
- factors related to absence management policies (absence monitoring policies, sick leave management policies, and policies pertaining to remuneration during absences).

Furthermore, certain situations linked to absenteeism may justify the use of disciplinary and/or administrative measures on the part of the employer. These range from warnings and penalties to outright dismissal in cases of abuse or if the employee's behaviour does not change upon request. Le Corre et al. (2000) group employee misconduct into two distinct categories. The first includes tardiness, failure to inform or to advise of absences, submission of questionable medical certificates, absences with no authorization, prolonging of a break and leaving a station. If these incidences of misconduct are repeated, they are part of the second category, along with false pretences, false certificates, threats of calling in sick, failure to do overtime assigned on a voluntary basis, and failure to go for a medical exam without just cause.

The next section gives examples of various penalties and disciplinary measures contained in collective agreements with respect to absence management and the control of absenteeism.

Fraser Papers Inc. and Communications, Energy and Paperworkers Union of Canada, 1998–2004, 0118906

Article 54 – Penalties for absenteeism

54.01 Should investigation of a case of absenteeism fail to disclose a bona fide reason, Management shall discipline the absentee as follows:

1. First case – instruction and warning.
2. Second case – instruction and up to three (3) days lays-off.
3. Third case – instruction and lay-off subject to discharge

54.02 It is understood that should an employee have a clear record for a twelve-month period between Steps "1" and "2" or Steps "2" and "3" or after Step "3", his record shall be considered clear.

Kenworth of Canada and National Automobile, Aerospace, Transportation and General Workers Union of Canada(CAW-Canada), 1998–2004, 1085301

[*translation*]

Section VIII – Discipline

8.01 The following absence monitoring program aims to limit absenteeism and tardiness. For the present article, two (2) late arrivals equal one (1) absence.

Abs.	Period	Disciplinary Measure
2	120 workdays	First written warning
2	120 following workdays	Second written warning
2	120 following workdays	Dismissal

8.02 a) When an employee has not been absent during a subsequent period of one hundred and twenty (120) workdays following a warning, the previous disciplinary measure is cancelled.

b) For purposes of paragraph 8.02 a), statutory holidays, vacations, acquired statutory holidays, authorized leave for external union activities, leave for work-related accidents or occupational illness, bereavement leave, or any other fully paid leave provided for by this agreement or by law are considered time worked.

8.03 The parties agree that employees may be required, subject to reasonable suspicion or industrial accident, to submit to alcohol and drug testing. Any employee whose test is positive is automatically suspended until the end of a drug or alcohol abuse treatment program as stipulated in Appendix C.

Upon return, the employee will be reinstated with no loss of seniority, and will be required to undergo random drug and alcohol testing for a period of twelve months following such return.

8.04 Any disciplinary action, except in cases of absences, recorded against an employee is automatically cancelled and expunged from the record after twelve (12) months and may not, in future, be used against the employee.

A more preventative approach, such as using recognition programs, bonus programs, lottery systems or partial pay-out of sick leave credits, may also be implemented by the employer to avoid emphasizing only unpopular measures.

It is important to note that management of absenteeism is an ongoing process involving interventions before, during and after an employee's absence. Further, many stages of intervention must be considered in order to devise an effective approach. Among other steps, it is necessary to ensure, during the recruitment phase, that employees have not had absenteeism problems in the past, and that they are aware of the importance of their presence. It is also essential that the various strategies developed are

consistent with the company's philosophy, which must value employees' attendance. This implies that the tools used to improve attendance (flexible scheduling, assistance program, etc.) must be available to employees. Nonetheless, often the most effective approach is simply reinforcing the notion that absence is bad and attendance is essential (Le Corre et al., 2000).

According to Kelly (1996), fair and effective attendance management programs are a way of maximizing employee attendance. Such programs are consistent with arbitrators' opinions, the law and human rights, while recognizing both the obligation of employees to maintain regular attendance and the employer's responsibility to create working conditions conducive to attendance. The implementation of such a program should include three phases: problem identification, correction of misconduct and absenteeism prevention.

Moreover, a study of the effect of certain absenteeism management policies conducted by Renaud et al. (1999) suggests that a policy involving the loss of sick leave, or the payment of total or partial unused sick leave pay, represents a more effective tool in the fight against absenteeism than a policy of accumulating unused leave.

Culinar Inc. and Bakery, Confectionery and Tobacco Workers International Union, local 480, 1998–2002, 0049905

[*translation*]

Notwithstanding the payment provisions allowed for in clause 29.01, the employer shall, in December of each year, pay each employee an attendance bonus equal to 100 per cent of unused sick leave credits at the regular rate of pay.

Le Corre at al. (2000) underline that such management strategies represent expenditures for the employer. Consequently, employers should conduct an assessment to determine whether they are feasible. Their costs must be lower than the overall direct expenses of absenteeism, which include the costs and training of replacement workers, slowing of production, and the quality of goods and services produced.

General Motors of Canada Limited and National Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada), 2002–2005, 0194607

Doc. No. 54

Memorandum of Understanding Regarding Attendance

During these negotiations the parties discussed problems associated with absenteeism and agreed that high levels of absenteeism are harmful to the success of the business in terms of cost, quality and efficiency. In addition, unnecessary and unanticipated absences by a minority of employees create undue hardship on the majority of employees who attend work on a regular basis.

The parties recognize that the Company must accept sole responsibility for dealing with many aspects of the absenteeism problem. However, there are other aspects of the problem which could be addressed more effectively through jointly recommended initiatives. Such initiatives could include recommendations involving:

- Ergonomics;
- Rehabilitation of employees on long-term disability leave, or other personal medical conditions, and assistance in their return to productive employment;
- Location of suitable work for medically restricted employees.

Accordingly, the parties agreed to establish a Committee for Attendance Improvement. This Committee will have six (6) members; three to be appointed by the President National Union CAW, and three to be appointed by the Vice-President and General Director of Personnel, General Motors of Canada Limited. Among its responsibilities the Committee will:

1. Achieve understanding of those attendance issues which can be dealt with jointly, and those which should continue to be solely the responsibility of the Company; and communicate this understanding to the local parties.

2. Analyze attendance data and other information on an ongoing basis to determine the underlying causes of absenteeism and recommend initiatives for improved attendance.

3. If the local parties decide, on their own, to develop joint attendance analysis or other initiatives, the Committee for Attendance Improvement will provide guidance and direction if requested.

Absenteeism in the workplace is not a marginal phenomenon, and it will continue to increase in the years to come because of the ageing population and the stress arising from work-family balance issues, among other causes. Now is the time for managers to determine the extent of the problem in their organization and to adopt approaches designed to minimize its negative effects.

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Innovative Workplace Practices

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This overview of workplace innovations is based on a review of 107 collective agreement settlements negotiated during the second quarter of 2003. Of these, slightly over one-half (58 settlements) contained provisions considered to be innovative or of particular interest.

Duration

The trend over the past year towards 36-month durations continues. Of the 107 settlements reviewed during the quarter, somewhat less than one-half (49 collective agreements) had a duration of around 36 months. Ten settlements had durations of 12 months. Twenty-three settlements had durations of 24 months while nine had durations of exactly 48 months. There were 16 settlements that had durations of 54 or more months. Of these, two had a duration of 84 months: Port of Saint John Employers Association, Inc., Saint John, New Brunswick and International Longshoremen's Association; and, Industries Ling inc., Warwick, Quebec and Association du personnel des Industries Ling inc.

Compensation

The innovative elements in compensation appear in 17 agreements. Two electric power utilities offer either a profit or gain sharing plan. Hydro-Québec, province-wide, and Syndicat professionnel des ingénieurs d'Hydro-Québec inc. provides the **profit-sharing** plan where an annual lump-sum payment may grant a maximum of 4.5 per cent of annual wages in 2004, 2005, and 2006. This amount is conditional on the company achieving its corporate and financial objectives. Specifically, 3.0 per cent will be based on corporate objectives being met and the other 1.5 per cent on company profits. Hydro One, province-wide, Ontario, and Canadian Union of Public Employees have a **gain sharing** plan which gives the employees the opportunity for financial reward from improved operational performance. A potential award of 4.0 per cent of base payroll is dependent on corporate performance criteria and business initiatives, each with productivity, safety and customer service targets. This company also offers an **employee share option** plan whereby an employee may purchase up to 5.0 per cent of their base salary in shares on an annual basis. Employees may pay for the shares up front, on an annual basis or through salary deductions. The employer will provide a matching plan of one share for each three shares purchased by the employee. The employer will also cover the cost of brokerage commissions, trustee fees and cost associated with payroll deduction.

Tembec Inc., Cranbrook, British Columbia and Pulp, Paper and Woodworkers of Canada have established a **pulp price trigger bonus.** The employer will make a payment of $500 per employee to the local union for each calendar quarter that the RISI (Resource Information Systems Inc.) reported the NBSK (Northern Bleached Sulfite Kraft) price delivered to the Eastern United States averages over $1,020 per metric tonne. The bonus will be used to establish a fund for the sole purpose of funding pension bridge benefits from age 60 to age 61. The first three quarterly payments will be directed for this purpose and subsequent payments will be used for the benefit of active or retired employees. Crown Packaging, Richmond, British Columbia and Communications, Energy and Paperworkers Union of Canada have a **newsprint**

price trigger bonus with the same employer payments and provisions for pension fund usage as the pulp and paper price trigger bonus mentioned above. The payment here will be based on the RISI Westcoast Benchmark Newsprint price per metre tonne averages over US$600.

University College of the Fraser Valley Board, Abbotsford, British Columbia and their Faculty and Staff Association have provided **market adjustments** for the faculty with additional payments of $396 and $867 added to the maximum two steps of each level respectively. An **economic supplement** plan continues with Atlas Specialty Steels, Welland, Ontario, and Canadian Auto Workers. It provides quarterly bonuses based on hours worked and job level range from 0.299 cents per hour for Job Class 3 to 0.524 cents per hour for Job Class 33.

A **classification adjustment** was implemented by the City of Winnipeg, Manitoba and Canadian Union of Public Employees. Several trades' classifications will have their hourly wage increased by 2.56 per cent. Also, the employer will review the existing apprentice classifications and associated rates to replace them with criteria determining the appropriate number of steps for future positions and the salary rates for such steps relative to the existing minimum rates.

Regional Health Authorities of Manitoba, Community Support Services, province-wide, and Manitoba Government and General Employees' Union have initiated a **wage standardization fund** which will be used to address identified salary inequities. Effective April 1, 2003, an adjustment of 0.6 per cent is applied to all classifications; April 1, 2004, a further 1.0 per cent will be applied to all classifications. Further adjustments will be applied to the Home Care Attendant 2 and Proctor 1, 2, and 3 classifications on the following dates: April 1, 2003, 2.4 per cent; April 1, 2004 and 2005, 1.2 per cent; and April 1, 2006 and 2007, 1.6 per cent.

Two settlements have introduced distinctive incentive plans. P.W. Transportation Ltd., Mississauga, Ontario and P.W. Transportation Drivers' Association have established a **safety incentive** plan. Bus operators may earn up to $600 per year in recognition of safe driving. Also, the employer and union will meet to develop an incentive program for the customer service representatives. Cara Operations Ltd., Vancouver International Airport, British Columbia and Hotel Employees and Restaurant Employees International Union have developed an **attendance incentive** plan. Full-time employees who demonstrate perfect attendance for a given quarter will receive a 50 per cent parking subsidy for the next calendar quarter. Lateness on five occasions in a quarter will not affect the attendance measurement.

Canadian Broadcasting Corporation, French Services Division, province-wide, Quebec and Moncton, New Brunswick and Syndicat des technicien(ne)s et artisan(e)s du réseau français de Radio-Canada have introduced a **job re-evaluation** provision whereby 1.0 per cent of the basic payroll will be allocated for the re-evaluation of all occupations.

Allied System (Canada) Company, province-wide, Ontario and Quebec and International Brotherhood of Teamsters have negotiated two **"Me-too" wage parity adjustments.** Wage rates in the first two years of the agreement will be adjusted by the same percentages in the first and second years of the next agreement to be negotiated between Allied Systems and Teamsters located in the United States.

Working Conditions

Crown Packaging, Richmond, British Columbia and Communications, Energy and Paperworkers Union of Canada have initiated **flexible work practices** with considerations of training, safety, proper tools for the job and skills required. The maintenance area

will use multi-skilled employees and have complete cooperation between all trades. These employees will receive an additional 95 cents per hour. The operations area will have operators assisting maintenance employees to troubleshoot problems. They will perform minor maintenance without the need of a tradesman and receive an additional 40 cents an hour. **Job flexibility** was also agreed to with Port of Saint John Employers Association, Saint John, New Brunswick and International Longshoremen's Association. Gear and mechanical repair employees will be flexible and perform work for which they are qualified and capable of doing during an assigned work period.

Within their work environment, Walker Exhausts, Cambridge, Ontario and United Steelworkers of America negotiated a **"Hot Weather Plan."** When working conditions become uncomfortable, humidex readings will be taken in various locations within the plant. Should the reading reach 31°C in one or more locations, a 10-minute heat stress break will commence every hour; 34°C, 15 minutes; and 39°C, 20 minutes. In addition, cool beverages will be made available in all work areas, fans will be provided, and air-conditioned rest areas will be made available during heat stress breaks.

Expertech Network Installation Inc., province-wide, Quebec and Ontario, and Communications, Energy and Paperworkers Union of Canada have established **workplace diversity** by undertaking to take part in an employment equity project called "*Women in Non-traditional Jobs.*"

Noranda Inc., Gloucester and Restigouche Counties, New Brunswick and United Steelworkers of America have created a **labour pool** limited to 10 per cent of the bargaining unit. These employees will be used to supplement any shortage of employees within the plant. No labour pool employee will be used if bargaining unit members are on layoff.

The Office of the Auditor General of Canada, Canada-wide and Public Service of Canada have introduced measures to accommodate the employees' need to fulfil **religious obligations.** Employees may use annual leave, compensatory leave, leave without pay, or they can ask for paid leave that they will make up by the equivalent number of hours of work during the following six-month period.

Health and Welfare Benefits

Noranda Inc., Gloucester and Restigouche Counties, New Brunswick, and United Steelworkers of America have introduced an **insurance benefit** plan to cover the company's **seasonal shutdown.** Basic life, accidental death and dismemberment, and prescription drug insurance plans will continue. Although other plans will not apply during the layoff period, the employer will continue to provide emergency coverage, subject to the union's approval of the employees 20 per cent share of premiums. A new **flexible fringe benefit** plan has been negotiated between Expertech Network Installation, province-wide, Quebec and Ontario, and Communications, Energy and Paperworkers Union of Canada. Employees will be offered more options including the possibility of buying coverage for additional benefits. Tembec Inc., Cranbrook, British Columbia, and Pulp, Paper and Woodworkers of Canada have a provision for the use of **surplus payments** or increased employee contributions to improve benefits. The extra funds will be pooled separately in such a way that the additional benefits paid for by the employees do not impact on the present or future cost of the plan by the employer. DuPont Canada Inc., Maitland, Ontario and Communications, Energy and Paperworkers Union of Canada agree to meet to discuss the possibility of changing the way the **Long-Term Disability** plan is funded to make it a tax free benefit paid by the employees and convert the company premiums saved into flex dollars for the employees.

Job Security

In case of **plant closure,** Crown Packaging, Richmond, British Columbia and Communications, Energy and Paperworkers Union of Canada have established a severance package in a lump-sum payment equal to two weeks pay per year of service to a maximum of 52 weeks. Also, the employer will **not contract out** work which directly results in the layoff of bargaining unit members nor contract out work to do the job of employees on layoff or displaced employees working outside of their job category.

Groupe TVA Inc. and Canadian Union of Public Employees have agreed that the employer must notify the union at least six months prior to any proposed **technological change** or modification to the operations that is likely to involve moving employees. When employees must be moved, the employer will assess and develop a program to help the affected employees to upgrade or refresh their skills. Employees who refuse to be retrained may resign with a separation allowance equal to two weeks of wages per year of service up to a maximum of 26 weeks.

Alsco Uniform and Linen Services Ltd., Vancouver and Nanaimo, British Columbia and Retail Wholesale Union have established a **return to work** provision. Employees who are on worker's compensation leave may return to work and be paid the same salary and benefits that they would receive on the claim. The employee will perform light duties that are agreed to by the return to work committee and the employee's doctor.

Funds and Allowances

The University College of the Fraser Valley Board, Abbotsford, British Columbia and the Faculty and Staff Association **expanded their professional development fund.** Non job-related courses are now paid to a maximum of $400 per year while first-aid, non job-related language and computer courses are covered with no annual limit. Also, after the professional development funds have been depleted, an amount of $30,000 annually will be made available for tuition for Ph.D. or Masters Degrees for faculty employees and $20,000 annually for staff upgrading courses.

Maple Leaf Foods Inc., Brantford, Ontario and United Food and Commercial Workers International Union have established a **leukemia** fund. The employer will deduct, during each month of May, an amount of $10 from the employee's salary, subject to authorization of the employee. Such deductions will be matched by the employer and donated to the union's fund.

A flight personnel bonus continues between the Government of Canada, Canada-wide and Canadian Federal Pilots Association. A maximum of $4,800 per year will be provided as a means of alleviating personnel **recruitment and retention** problems.

L'Université du Québec à Montréal, Quebec and Fédération nationale des enseignantes et des enseignants du Québec have initiated allowances for **participation in committee meetings.** An employee will receive $35 per hour when attending the following committee meetings: a professional review of teaching qualifications, a review of decisions relating the automatic recognition of teaching qualifications, and a review of teaching assessments.

Training

Because leading edge office technology skills will become a selection criterion for the office group, l'Université de Montréal, Quebec and Canadian Union of Public Employees have introduced training for those employees who wish to **improve their work performance.** The training will be offered on weekends or in the evening and all costs will be covered by the employer. The effect of this training will be to enhance and foster the development of certain skills, make training more relevant, give

employees the opportunity to take charge of their career paths, and encourage them to invest in their own professional development.

The City of Winnipeg, Manitoba and Canadian Union of Public Employees have created a reserve of $3 million for the purposes of **education, training and staff development** over the duration of the agreement.

A **training/retraining** provision has been introduced by Bombardier de Havilland Inc., Downsview, Ontario and Canadian Auto Workers for employees who have been laid off due to operational restructuring. They will receive a maximum of $800. Also, office and technical employees who maintain their recall rights are eligible for a maximum of $1,500 for retraining.

Atomic Energy of Canada Limited, Chalk River, Ontario and various construction unions have set up a **school expense** account for apprentices. An amount of $125 per week will be made available to cover expenses such as tuition and room and board while apprentices attend courses at a trade school.

Cadbury Trebor Allan Inc., Toronto and Oakville, Ontario and United Food and Commercial Workers International Union have established a **training and education fund.** An amount of $2,500 will be made available each year of the 36-month agreement. Also, the parties will meet to discuss job training options for **part-time employees** and the procedure for part-time employees to access full-time positions.

Labour-Management Committees

During this second quarter of 2003, 19 of the 53 agreements with innovative practices contained provisions for establishing committees dealing with a wide variety of concerns.

Walker Exhausts, Cambridge, Ontario and United Steelworkers have introduced a committee regarding **modified work for disabled employees.** The committee will develop and maintain a safe and healthy return-to-work policy for the rehabilitation of temporarily and permanently disabled employees. The mandate of the committee will be to consider what work, including overtime, affected employees are able to perform.

A committee concerning **employment opportunities** has been established between Tembec Inc., Cranbrook, British Columbia and Pulp, Paper and Woodworkers of Canada. The committee will develop ways to enhance opportunities through new work arrangements, including reduced overtime and working time alternatives. The parties also implemented committees relating to **job evaluation** and **certified trades training.**

Crown Packaging, Richmond, British Columbia and Communications, Energy and Paperworkers Union of Canada introduced an **improvement leadership** committee. It will develop a strategy to improve safety, productivity, quality and working conditions within the plant. Representatives from both parties will attend training to develop relationship and problem-solving skills.

Other committees included in collective agreements discuss such items as work scheduling, production levels, health and welfare benefit costs, temporary employees' working conditions, and job evaluations.

Innovative Workplace Practices

Previously published articles and case studies from past issues of the Workplace Gazette, are available on the Workplace Information Directorate Website at

http://labour.hrdc-drhc.gc.ca/.

EMPLOYMENT EQUITY MERIT AWARDS—2003

Workplace Equity
Human Resources Development Canada

More companies than ever before are implementing policies and programs to enhance workplace culture. Increasing numbers of skilled workers in designated groups are being recruited and employed, thereby reflecting Canadian values of equity and diversity.

First enacted in 1986, the *Employment Equity Act* facilitates equality in the workplace by removing barriers to employment. It helps promote the inclusiveness of designated groups as well as the accommodation of differences. In 1990, the federal government formally began to recognize the achievement of companies implementing employment equity.

This year, numerous companies illustrated progressive employment equity practices. The vast majority of companies recognized for their efforts, including two co-winners, share important program qualities:

- Most have already been recognized during the past year as leaders in their industries for having excellent employment programs in place as well as the best practices for designated group recruitment and retention.
- These companies boast the full support of senior management as well as increased employee involvement in developing, monitoring, and updating employment policies that address equity, harassment, and accommodation.
- There has been increased consultation with community groups and resources have specifically targeted designated groups.
- They have developed an employment equity plan with objectives that exceed the minimum requirements under the *Employment Equity Act* and the Federal Contractors Program.

Employment equity is good for business, and Canada continues to strengthen its programs to tap the full potential of an increasingly diverse workforce.

The 2003 Employment Equity Awards were chosen by a jury composed of winners from the previous year and government representatives. The judges consider the quality of the programs in place and results achieved. There are two award categories: The **Vision Award** is presented in recognition of outstanding approaches to the implementation of equity, diversity, and inclusiveness in the workplace. The **Certificate of Merit** recognizes organizations for their sustained efforts towards attaining a representative workforce.

VISION AWARDS

IBM CANADA

IBM Canada, located in Markham, Ontario, specializes in technology and employs approximately 18,500 workers. A company with global reach and influence, IBM Canada serves Canadians through four divisions located across the country. The company states that it is "committed to building a workforce as broad and diverse as the customer base it serves."

Corporate Commitment

The Company recognizes that equity is an invaluable employee recruitment and retention tool. Over time, it has established a working atmosphere where unique traits, skills, and contributions are valued. Their policies reflect the longstanding commitment to building a diversified workforce and a workplace free from discrimination and harassment.

Employee Networks

IBM Canada has an active diversity council comprised of representatives from various business units and constituency groups. The council acts as a forum to discuss diversity-related issues.

Employees are also encouraged to form network groups. The purpose of these groups is to create a welcoming working environment characterized by respect, understanding, internal education, and outreach programs. This feedback has influenced corporate practices ranging from recruitment and training techniques to leadership and development programming.

Education and Career Development

Diversity presentations are given to all new employees with an emphasis on the importance of equity and a discrimination-free workplace. Additional training opportunities are available focusing on cultural differences, misconceptions, and stereotypes.

Employees are regularly invited to provide feedback on the diversity presentations, panel discussions, and career chats they attend. For those unable to participate, a diversity intranet and newsletter were launched in 2002 to provide education and highlight the importance of workplace equity.

The Canadian Women's Leadership Council was launched last year involving the participation of women executives and senior leaders to become active in the development of high-potential women in IBM Canada. This program mirrors the goals of a similar body created in 2002 to increase development of visible minorities.

Education beyond IBM

Education and development opportunities reach beyond the workplace with the help of various community programs. In 1997, the Women in Technology program was established to encourage young women to enter the technology field. Since then, over 600 IBM Canada volunteers have reached approximately 23,000 young women to dispel misconceptions preventing women from entering the technology field.

Summer camps and e-mentoring programs help deliver a variety of workshops through partnerships formed with community organizations. For the past five years, IBM Canada's visually impaired employees have mentored students at the Canadian National Institute for the Blind's Summer Camp to acquaint them with technology, resulting in a Certificate of Merit from the Institute in 2002 for its contribution to the program.

Other designated groups also benefit from IBM Canada's initiatives. The company's Black Network Group delivers technology workshops at community-based organizations with donated equipment to

assist with program delivery and training. Members of the Aboriginal workforce and native students also participate in company-sponsored workshops and outreach programs.

This company also accommodates same-sex commitment ceremonies in the "time off for employees being married" category.

Recruitment

IBM Canada actively targets designated groups, including participation at symposiums, career fairs, and outreach to student associations promoting the company's welcoming environment and policies. It also participates in and supports a program to help the transition of military personnel into the civilian workplace.

Also, with the goals of worker satisfaction and employee retention in mind, this company opened a child care centre in 2001 at its Markham location.

Conclusion

IBM Canada maintains its commitment to employment equity through its innovative programs and participation in education and recruitment initiatives. It has enjoyed corporate success and community recognition for its work, thereby reinforcing that commitment.

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PELMOREX INC.

Founded in 1989, Pelmorex Inc. provides Canadians with weather forecasts every hour of every day. Its principal products and services, The Weather Network and MétéoMédia, are delivered to eight million homes nation-wide. Based in Mississauga, Ontario, with an additional broadcast centre in Montréal, Pelmorex employs approximately 300 people including meteorologists, on-air presenters, production staff, corporate employees, and a national sales team.

Corporate Commitment

Pelmorex continuously demonstrates corporate values of teamwork and respect for all individuals. The company states that it "embraces employment equity as an integral component of corporate philosophy and culture, ensuring all employees are treated fairly, responsibly, and equitably."

Results from an employee survey conducted in 2002 indicate that 92 per cent of its workforce agreed that Pelmorex highly values equity in the workplace.

Education and Career Development

Pelmorex promotes equity in the workplace through educational training. Groups are invited to deliver culture awareness presentations with topics such as non-discriminatory interviewing techniques, integrating new employees into the workplace, and accommodation strategies.

Managers play an integral role in the diversity program. For example, they receive on-going training for issues affecting native and disabled groups. Their performance in promoting employment equity and diversity is tied to annual bonuses, which helps add value to management's participation.

Policies are reviewed regularly, with an employee survey in place to address key issues as they arise. Employees take part in annual one-on-one retention meetings to discuss issues such as job satisfaction, working conditions, and career goals.

The organization also has two diversity committees across occupational levels and groups to play an active role in helping communicate, implement, and monitor progress of the employment equity goals and policies.

Diversity Within

Pelmorex has initiatives in place to address the specific needs of several designated groups with a focus on hiring and retaining persons with disabilities.

Flexible work hours and job design, the provision of technical aids, and increased availability of materials in alternate formats offer increased support to workers. Correspondingly, accessibility and accommodation have improved with the installation of automatic doors.

Pelmorex, along with the help of the Canadian National Institute for the Blind and the Canadian Hearing Society, has raised awareness of, and sensitivity to, workplace challenges for persons with disabilities. These associations also worked with Pelmorex as it began to recruit persons with disabilities for employment and internships, and developed scholarship programs for disabled and native broadcasting students.

Diversity Beyond

The issue of diversity is not only reflected in the Pelmorex workforce—it is also revealed in the content of its programming. Short reports like "*Winter and Guide Dog Training*" and the Native perspective on "*Indian Summer*" and "*Weather Folklore*" demonstrate this company's ability to go beyond the call of duty. Public service announcements and sponsored charity events also support these diverse community groups.

Recruitment

Over the past year, Pelmorex has been proactive in creating and implementing specific outreach measures to attract qualified Aboriginal peoples and persons with disabilities. It also works with approximately 25 associations in Ontario and Quebec to assist with the hiring process for these groups.

Conclusion

Attendance at special career fairs and job markets, along with on-going relationships with various organizations, is proving to be a successful means of attracting designated groups to join Pelmorex. Use of the Workopolis/CNIB web site to hire blind or visually-impaired workers is also contributing to the success of Pelmorex's recruitment program.

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CERTIFICATES OF MERIT

SHELL CANADA LIMITED

Headquartered in Calgary, Alberta, this organization is one of the largest integrated petroleum companies in Canada. It is a major producer of natural gas, natural gas liquids and bitumen, and is the country's largest producer of sulphur. With almost 4,000 employees, Shell Canada serves clients spanning from Nova Scotia to British Columbia.

It has been identified as a best practice company for its efforts in creating a respectful workplace for employees.

Corporate Commitment and Accountability

Shell Canada provides diversity awareness training to all employees, including management, and has implemented an Ombuds office to facilitate fair and equitable resolution of workplace issues.

In 2001, the company completed a review of their progress related to diversity and implemented various initiatives, including hiring a full-time diversity advisor and developing a diversity gap analysis to help identify priority areas of action.

Openness and Fairness

The Company offers a disability management program to assist ill or injured employees. In addition, they have an open job posting system and recruiters are trained in workplace equity and diversity principles.

There are also open lunch diversity sessions made available to company employees on topics such as gender, gay/lesbian issues, and Aboriginal culture.

Aboriginal Recruitment and Retention

Shell Canada is steadily involved in the recruitment and retention of Aboriginal employees. The organization participates in aboriginal community outreach programs, funds educational initiatives, and offers scholarships through the National Aboriginal Achievement Foundation.

Conclusion

This company continues its diligent work towards enhancing its equity programs. Its improvements in this area, and in the active recruitment of Aboriginal employees, have earned Shell Canada popular acknowledgement.

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YANKE GROUP OF COMPANIES

Headquartered in Saskatoon, Saskatchewan, the Yanke Group of Companies provides North American transportation solutions across central and western Canada. Since its inception in 1980, the Company has grown from a two-truck operation to one that supports a fleet of more than 40,000 trucks and employs approximately 500 people.

Recent Progress

For the year 2002, Yanke has continued its efforts to uphold equity in its hiring and promotional practices. In order to further the recruitment of persons with disabilities and Aboriginal peoples, the Company has secured partnerships with many community organizations to facilitate the hiring of persons within these designated groups.

Yanke has also established a number of benchmarks to indicate the progress of employment equity. These benchmarks are reviewed quarterly to help identify and remove barriers. An annual review of job descriptions and other employment policies, as well as an employee survey, also helps to further their equity progress.

Education and Career Development

Yanke strives to encourage education and personal growth for employees, and a significant portion of their annual budget is allocated to training. To help foster diversity, all corporate training plans contain provisions to encourage cross-cultural and employment equity awareness.

Recruitment

By targeting schools, organizations, and community associations that represent the designated groups, Yanke has shown great success in hiring practices and retention. For example, initiatives such as participation in Aboriginal youth symposiums and attendance at local native career fairs have helped increase the number of Aboriginal employees.

The Company is also an active member of the Federation of Saskatchewan Indian Nations Corporate Circle and Employer's Circle and has sponsored Canada's First Aboriginal Inclusion Network to increase both training and employment opportunities for Aboriginals.

Conclusion

Yanke has been well-recognized for its strong employment equity practices and it continues to reach beyond the requirements of the law in an effort to achieve a diverse workplace.

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UNIVERSITY OF BRITISH COLUMBIA

The University of British Columbia, located in Vancouver, employs 9,000 people and is home to more than 40,000 students. The University is recognized internationally for its excellence in learning and advanced research, as well as numerous innovative academic programs.

Commitment and Accountability

The University has developed an employment equity plan which outlines four key objectives, including monitoring and accountability mechanisms to evaluate and adjust the plan as needed.

Retention questionnaires have been administered to retiring and resigning staff and a disability accommodation survey was distributed to staff to identify special workplace needs.

Disability Accommodation

Additional access ramps, elevators, and special equipment were constructed after 150 faculty members indicated in the accommodation survey that they had some form of disability. Also, a Return to Work program provides faculty and staff with temporary or permanent modifications to work hours and/or duties in case of illness or injury.

Education and Awareness

Staff and students are educated on various diversity and equity issues on campus through orientation programs and campaigns like the White Ribbon campaign, which raises funds for the prevention of violence against women.

Workshops are offered to employees to ensure fairness during the interview process, to increase awareness of harassment in the workplace, and to provide teaching strategies and lesson aids to promote equity in the classroom. The Equity Office also provides workshops and presentations to faculty, staff, and students on equity-related issues such as diversity, employment equity, and accommodation under human rights legislation.

Conclusion

The University of British Columbia has a well-developed and varied education and awareness program that reaches beyond its own workforce. Since 1996, the proportions of women, Aboriginals, visible minorities, and persons with disabilities have all risen. Pay equity plans are also in place to ensure employees receive wages based on fair value. The university works continually to improve its reputation as a diverse and equitable learning facility.

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EMPLOYEE ASSISTANCE PROGRAM for the officers

of the Service de police de la Ville de Montréal

by **DÉBORA DIAZ, ANNIE PAYANT, SILVANA POZZEBON** *and* **SYLVIE ST-ONGE**

École des Hautes Études commerciales (HEC Montréal)

HISTORY, MISSION, VALUES AND GOALS

The Service de police de la Ville de Montréal was created in 1972. It resulted from the amalgamation of the various police forces of the 29 Montreal Island municipalities. Today, with more than 4,000 employees, it is the second largest municipal force in Canada. Structured on a community-based model of policing that relies on neighbourhood stations, the force is supported by various institutional and community partners, as well as regular citizens.

The Service de police de la Ville de Montréal's mission is to promote the quality of life of all citizens on the city's territory, while respecting the rights and freedoms afforded citizens by both the Canadian and Quebec charters. More specifically, it seeks to reduce crime, improve road safety and create a peaceful and secure environment on its territory. To succeed in its mission and attain these objectives, the Service de police is guided by the following management principles:

- Excellence and continuous improvement of its relationship with citizens, of its service delivery, and of its management practices;
- Respect and recognition of employees, as well as the satisfaction of employee aspirations;
- Respect for the rights and freedoms of citizens;
- Respect for laws and regulations so as to inspire confidence and credibility among the population.

— The authors wish to thank all who contributed to the production of this case, and more specifically Dr. Normand Martin, PhD, Section Chief of the Employee Assistance Program for the officers of the Service de police de la Ville de Montréal.

The authors also wish to thank the Centre de cas of HEC Montréal, the case bank where this case study is deposited, for its financial support. HEC Montréal is the management school affiliated with the Université de Montréal.

Working Conditions of Police Officers

Police officers are called upon to intervene daily in situations with the potential for violence. This violence may take various forms, including substance abuse, physical violence, physical and emotional neglect, destruction of private property, domestic violence, cruelty to animals, sexual assaults, verbal and psychological abuse, intimidation, financial exploitation, harassment, gratuitous crimes and murder. Even though police officers are trained for this kind of work, daily exposure to violence puts their psychological health at risk.

Other characteristics of police work can also have a negative impact on officers' psychological well-being. Police officers must accept and exercise the authority vested in their position, even when faced with a lack of recognition or respect for the work they perform. They must occasionally work alone or in isolated areas. They often have irregular schedules, for example when they are involved in fraud or drug smuggling cases. Additionally, officers must deal with many changes in their day-to-day working lives—a new partner, a transfer to an unfamiliar neighbourhood, or the absence of colleagues killed or wounded in the line of duty—all this in an environment known for its tightly-knit work relationships.

Demanding working conditions, irregular hours and the lack of "downtime" can take a toll on officers' personal and family lives. Taken together these many stressors may affect an officer's performance and health, which can, in turn, increase management expenses related to higher absenteeism and turnover, decreased productivity, accident insurance premiums and medical costs.

Though police officers are trained, daily exposure to violence puts their psychological health at risk.

Finally, beneath the uniform, a police officer is a human being with his or her own values, emotions and expectations. The particular demands of the job and difficult working conditions can result in anguish and emotional responses that may lead to aggressiveness, stress, anxiety, depression, etc. The numerous stressors inherent in police work are a special cause for worry since officers carry weapons, access to which can place an individual experiencing a personal crisis or in an emotionally fragile state at particular risk.

Employee Assistance Program[1]

Origins

The management of the Service de police de la Ville de Montréal recognizes the stressful nature of its officers' work. Although it encourages them to express their opinions and share their professional experiences, the complex and intimate nature of certain emotions makes them difficult to express. This may explain why management decided to adopt an employee assistance program for its police officers during the 1980s.

The program recognizes that certain personal or professional problems may be harmful to the physical and psychological well-being of officers and, therefore, can hinder workplace performance and negatively affect the quality of services offered to citizens. At its beginnings, the employee

[1] The Employee Assistance Program for the Officers of the Service de police de la Ville de Montréal was awarded the prize for "Engagement & Action Prolongée – Équipe" during the Soirée de l'excellence held on May 23, 2003.

assistance program focused on reaching employees with serious behaviour, alcohol and drug abuse problems at work. Supervisors referred these employees to the program for a psychological assessment. But, because it violated the confidentiality of the process, such supervisor intervention proved detrimental to the reputation of the program. Consequently, at the time, few police officers trusted those responsible for the program and it was rarely used on a voluntary basis.

Preoccupied with the obvious failure of the program, management, in collaboration with the union, the Fraternité des policiers et policières, decided to set up a joint committee to propose and implement measures that would better align the program with the needs of both employees and management. In March 1990, the joint committee established the new Employee Assistance Program which is still in place today. This program offers counselling, information, evaluation and referral services without imposing medical conditions and with complete respect for confidentiality and anonymity of clients. Use of the program no longer poses a risk to officers' promotion opportunities, employment security or reputation.

Nature of Services

The Employee Assistance Program is available to police officers of the Service de police de la Ville de Montréal, regardless of hierarchical status, and up to one year after retirement. Members of officers' immediate families are also eligible.

The program is based on the principles of autonomy and responsibility; officers consult the program on a voluntary basis. The services offered by the Employee Assistance Program can be grouped into six broad categories:

- Psychological counselling;
- Crisis and post-traumatic intervention related to critical incidents;
- Assistance to managers dealing with employees experiencing difficulties;
- Awareness and information sessions for new police recruits;
- Training for newly promoted supervisors;
- Assistance to specialized intervention unit personnel.

The program is based on the principles of autonomy and responsibility.

The program also offers two related services: a suicide prevention and post-traumatic intervention program.

The suicide prevention program was implemented in 1995, when joint committee members agreed to adopt a proactive approach with the view of reducing suicides among officers to zero. The objective of this program, whose motto is *Together for Life*, is to raise employee awareness about suicide and the behaviour of officers in distress, so quick and appropriate intervention can be provided should the need arise. This service, conceived by Employee Assistance Program psychologists in collaboration with academic experts, is one of the first such initiatives in the world designed for police officers. Within the framework of this program, prevention involves timely assistance in the form of listening, support and referral for police officers experiencing difficulties or faced with various problems (e.g. family, addiction, homosexuality, post-shootout issues). More specifically, the suicide prevention program includes four components:

- The first component involves meeting employees within their work units to raise awareness of suicide. These meetings allow the work

teams to reach an agreement on the kind of assistance to provide colleagues in distress.

- The second component offers training to commanding officers, supervisors, other managers and union representatives in preventive intervention techniques that can be used to assist officers in distress.
- The third component enables trained volunteer officers to help their colleagues by offering a telephone hotline service.
- The fourth component consists of efforts to raise employee awareness about the program.

The post-traumatic intervention program helps police officers and members of their families work through particularly traumatic events, such as the violent death of a fellow officer, a shootout or a serious accident. When such incidents occur, program psychologists are dispatched to the scene to offer active and direct listening services, as well as psychological debriefing sessions for team members and their families. These services were used, for example, during the 1998 ice storm and events surrounding Y2K.

Finally, it is worth mentioning that the Employee Assistance Program is a service offered free of charge that allows an unlimited number of consultations with in house psychologists. If an in house psychologist refers an officer to an outside specialist, the costs are split evenly between the Fraternité health insurance plan and the employer, to a maximum of $1,000. Any amount above this ceiling is divided between the employee and the employer on a 50-50 basis.

Program Personnel and Administration

The police employee assistance plan personnel consists of three in house psychologists who provide counselling services, and a fourth psychologist who works part-time on the suicide prevention component of the plan. Psychologists report to the manager in charge of the program who has worked for the Service de police de la Ville de Montréal for 12 years. Although, on an administrative level, this manager reports to the Human Resources Department, his role and responsibilities are established by the joint committee of the Employee Assistance Program.

Employee Assistance Program staff members are trained and experienced clinical psychologists.

The Employee Assistance Program staff members are trained and experienced clinical psychologists, covered by a professional liability insurance contract. In addition to providing counselling services, they also train employees and conduct research to better understand the work of police officers. To attain the latter end, they have been known to accompany officers during missions. The Employee Assistance Program professionals have also prepared a list of competencies linked to "soft skills," which have been integrated into the competency-based management program adopted by the organization.

The Employee Assistance Program joint committee is composed of two representatives of the Fraternité and two employer representatives (one is a member of the Employee Assistance Program's Management Board and the other is Director of Human Resources). This committee is responsible for the program's orientation, its promotion, and its evaluation, as well as formulating recommendations aimed at optimizing results.

The Employee Assistance Program professionals may also be called upon to advise Human Resources and upper management regarding the

development of prevention or of health management policies or programs.

Communication and Training

Posters, information leaflets and articles in internal newsletters have always been used to promote the Employee Assistance Program. Information about the program has also recently been made available on the Internet (in French only) at <http://www.spcum.qc.ca/fr/sup_adm/rupradmf.asp>. Between December 1997 and the beginning of this decade, a program counsellor met with all units to promote the suicide prevention component and raise staff awareness about suicide. However, according to the officer in charge, references and recommendations from co-workers who have used its services are the program's best marketing tool.

Supervisors have all been trained to identify, to interact with, and to provide distressed employees with information about the program. Training or information sessions are also offered to fresh recruits as well as to staff newly promoted to supervisory positions.

Program Accessibility and Case Management

The Service de police de la Ville de Montréal makes every effort to protect the confidentiality of services provided as well as the anonymity of its users. Counsellors can be reached directly by phone during normal office hours (9 a.m. to 5 p.m.), and an emergency hotline is available 24 hours a day. Not only is the counselling service located far from any Service de police building, but the layout of the offices is designed to limit encounters between clients. Two closed waiting rooms are available for clients, and counselling offices are discretely situated. Furthermore, each client file is assigned to only one counsellor and strict file handling procedures are in effect to assure respect for confidentiality. In the event a program evaluation exercise were to be conducted, all data would be compiled in an aggregate fashion in order to preserve the anonymity of users.

85 per cent of supervisors have referred at least one of their employees to the program since its implementation.

The employer also seeks to ensure that interventions are offered quickly in order to limit the negative impact that problems can have on officers' professional and personal lives. Compared with the employee assistance programs of other businesses, that of the Service de police de la Ville de Montréal is more flexible and allows employees to obtain the necessary help, regardless of how many counselling sessions are required.

Program Effectiveness: The Numbers are Telling !

The 1990 overhaul of the program resulted in a quintupling of the number of requests for assistance received from employees within one year. Managers are both more likely to recommend the program services to their employees and to seek counselling themselves. A recent survey indicated that 85 per cent of supervisors have referred at least one of their employees to the program since its implementation. Today, 280 individuals, or approximately 6 per cent of officers, use the program, for a total of about 2,000 counselling sessions per year.

Only one aspect of the program, the suicide prevention component, has been officially evaluated. Experts from the Université du Québec à Montréal conducted a study as part of the suicide action strategy developed by the Quebec government and financed by

the provincial health ministry. The study revealed that the program in place at the Service de Police de la Ville de Montréal has achieved its objectives of awareness-raising and prevention. The number of deaths due to suicide among officers, which averaged two per year during the 1980s and one per year at the beginning of the 1990s, has been reduced to zero over the last seven years, that is, since the implementation of the Together for Life prevention program.

Structure of the LIFE-LONG LEARNING SYSTEM within the QUEBEC CONSTRUCTION INDUSTRY

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PARTNERSHIP and MUTUALIZATION

Introduction

The importance of developing life-long learning practices in the various sectors of the economy—and, on a more comprehensive level, within the Canadian economy as a whole—is no longer at issue. Much research has highlighted the relative importance of such practices in Canada by singling out, among other aspects, sectoral innovations, labour-management partnerships, and the establishment of links between labour market needs and education system resources. This research includes the DeGrandpré Report (1989), Employment and Immigration Canada's statement of principles (1989), and research conducted by the Canadian Labour Market and Productivity Centre (1990) and the Economic Council of Canada (1992). Meanwhile, the Government of Quebec passed, in 1995, a law geared to the development of life-long learning (An *Act to Foster the Development of Manpower Training*) and, more recently, its very first policy respecting adult education and life-long learning (Government of Quebec 2002). Although this body of work highlights the importance of innovation, it also stresses the sharing of practices and initiatives as a means of improving life-long learning features within the economy. It is in this context particularly that we present the experiences of the Quebec construction industry.

This industry contains certain organizational characteristics that have favoured the creation of an original life-long learning system. However, according to the literature on the subject, it is also based on a labour market that in many respects is fraught with the type of organizational difficulties that hinder the development of life-long learning. We will see how the principles of partnership and the mutualization—or pooling—of funds within the industry have neutralized those structural weaknesses which, without the initiatives that were implemented, would have held back the industry. Moreover, the life-long learning system has allowed for the establishment of a very efficient link between the Quebec construction industry's labour market needs and the availability of programs within the public education system. These innovations have come about chiefly over the last 15 years as a part of a gradual movement on the part of the main players who may not have known exactly how to achieve their aim but who shared a common goal: the development of life-long learning. The results obtained over recent years provide the impetus to attempt to gain a better understanding of this sector and to study the feasibility of "exporting" its principles to other sectors.

— The authors thank Patrice Jalette from the École de relations industrielles (Université de Montréal) and Jean-Luc Pilon from the Commission de la construction du Québec for their comments on a previous version of this paper.

Main Characteristics of the Quebec Construction Industry

The majority of construction work performed in Quebec is subject to one law in particular, the *Act Respecting Labour Relations, Vocational Training and Manpower Management in the Construction Industry* (also known as Bill R-20). Pursuant to this law, each construction worker must belong to one of the four recognized employee associations and each employer must be a member of one of four employer associations recognized by the *Act*. This representational structure ensures that working conditions of all workers in a sector are the result of collective bargaining and the negotiation of clauses common to all four sectors.[1] Moreover, a parity organization, financed through a 1.5 per cent levy on a particular sector's payroll, looks after the management of the labour relations system, employee benefits and employee training, and manages specific funds for the benefit of the industry (e.g. annual leave). This tripartite organization[2] is called the Commission de la construction du Québec.[3]

The combined sectors of the Quebec construction industry that are subject to the provisions of Bill R-20 accounted for 18,500 employers and nearly 100,000 workers in 2001. The Quebec construction industry stands out from most sectors of the economy, much as the construction industries do in the other provinces, by the specific characteristics of its activities and its labour market (Charest 2003). We will paint out here some of the specificities which may affect the issue of life-long learning.

construction industry stands out ... by the specific characteristics of its activities and its labour market

First, this sector is affected by seasonal variations in activity.[4] Thus for 2001, the monthly distribution of hours worked within the Quebec construction industry varied considerably. January (3.2 per cent of the annual total) and February (4.6 per cent) accounted for only a small proportion of hours worked during the year, while June (13.6 per cent) and September (12.1 per cent) were the busiest in this respect.[5] Furthermore, this cyclical nature of the industry has a direct impact on the average number of hours worked per worker, which during 2001 was 903 hours for all sectors combined. However, 48 per cent of workers still managed to work more than 1,000 hours during the year, of which nearly one quarter worked more than 1,500 hours. With an average hourly wage of about $27 (including vacation), the average annual salary is around $25,000. Here again, though, one must take into account that a proportion (about one fifth) of workers manage to earn around $45,000. The wage structure establishes a single rate for all certified journeymen for each of the

sector is affected by seasonal variations in activity

[1] The industry is subdivided into four subsectors or sectors: residential, institutional and commercial, industrial, and civil engineering and road work.

[2] The Commission de la construction du Québec Board of Management comprises 17 members: one president, six employer representatives, six labour representatives, three representatives from the Quebec department of Labour and one from the Quebec department of Education.

[3] For a more in-depth analysis of the Quebec case as well as an international comparative analysis of the construction industry, see Charest (2003) and Bosch and Philips (2003).

[4] We are ignoring, here, the variations of the business cycle, which are also part of the reality of the industry.

[5] The source of these statistical data is the Commission de la construction du Québec 2002.

26 trades and lower rates for apprentices (apprenticeships vary from one to five 2,000-hour periods). In a way, it may be said that this wage structure does not exactly encourage life-long learning once the journeyman status has been reached. Added to that is the fact that the average age of journeymen in 2001 was 45 and the average age of workers overall (including apprentices) was 41, two years older than the average age for all manufacturing sector employees (39).

Another characteristic of the industry is the mobility of the workforce.

Another characteristic of the industry is the mobility of the workforce from one enterprise to another, from one site to another and from one region to another. On the other hand, employers are free to renew the entire workforce from one project to the next, even though in reality there is a relative stability. Therefore, we can say that the whole workforce can access a unique labour market with an almost perfect mobility. In addition to this geographic mobility, new and departing workers are an important factor in the industry since its annual turnover rate for salaried workers reaches15 per cent.

With regard to the size of employers, the industry is characterized by very small businesses when compared to the rest of the economy. In fact, 93 per cent of employers have fewer than 10 employees. The average size is four employees per employer, and only about 100 employers have more than 50 employees. We can surmise that the internal organizational structure of most employers is very simple and will more than likely not include a human resources department.

The industry is characterized by very small businesses.

Theoretical Difficulties for the Development of Life-Long Learning

Among these characteristics of the industry can be discerned many theoretical barriers to the development of life-long learning. Since the publication of Becker's work (1964), the theoretical problem of the eventual loss of workers trained by an employer has been recognized as possibly feeding the employer's aversion toward investing in life-long learning for workers. The fear of not recovering the amounts invested if an employee leaves (or is recruited by another employer who has not had to finance the training, this being what some have termed the "raiding" of workers) constitutes a legitimate disincentive to the development of the workforce. This fear is theoretically sound where it relates to offering a general training to the workforce, unless the workers accepts a decrease in wages for the duration of the training in order to absorb the costs incurred by the employer. Even if it relates to a training specific to the company, it is also theoretically sound, according to the risk level estimated by the employer of the trained employee leaving quickly after being trained (or the estimated rate of turnover). In this case, the employer may seek to retain its trained workforce through its remuneration practices.

The fear of not recovering the amounts invested if an employee leaves ... constitutes a legitimate disincentive to the development of the workforce.

These theoretical arguments are well known and not without foundation in the industry. For one thing, the mobility of the workforce is, in principle, perfect, increasing the risk to employers of not recovering monies invested in the training of their employees. In addition, the annual turnover rate (15 per cent) is rather high, which also, in a way,

increases the risk of not recovering training investments. Moreover, the fact that a single province-wide rate of pay is applied to all workers of the same trade practically eliminates any possibility for the employer to try to retain its workers through increased wages.

The construction industry ... is one of the sectors with the lowest levels of innovation or of change in the workplace.

Yet another theoretical problem with respect to skills development is the very small size of employers. Indeed, there exists abundant literature indicating that the small size of employers, specifically as it is associated with an absence of organizational structures for the management of human resources and skills, constitutes a hindrance to the takeover of training development. Particularly worth mentioning are the results of Benoit and Rousseau (1993), Baldwin and Johnson (1995), Doray (1999) and Statistics Canada (2001). Thus, in the Quebec construction industry, the average of four workers per employer is a factor that could seriously limit the employers' capacity to take responsibility for life-long learning.

Recent Statistics Canada studies pertaining to evolving workplaces enable us to identify a certain number of difficulties that could particularly affect the construction industry with respect to life-long learning development. Knowing that there is a link between changes in a company (whether organizational, technological or market-based) and the frequency of training, we can see that the construction industry is somewhat hamstrung in this regard since it is one of the sectors with the lowest levels of innovation or of change in the workplace (Leckie et al. 2001; Statistics Canada 2001).

We could also add other potential obstacles to the development of life-long learning, such as the higher average age of workers or the education level of the workforce (secondary studies), which are factors generally not conducive to training development (Baldwin and Johnson 1995; Leckie et al. 2001). Similarly, the low number of hours worked annually may constitute an obstacle, as workers may give more priority to maximizing their hours than to obtaining training.

In other words, many industry characteristics are, at first glance, potential obstacles to the development of life-long learning. In the absence of innovative collective solutions, it is highly likely that life-long learning would not be an important consideration in Quebec's construction industry.

Management of Life-Long Learning: A Mind-Set of Partnership and a Mind-Set of Link Building with Training Opportunities

Although the changes occurring within the construction industry are not as substantial as in other sectors, technical, technological, organizational and production-related changes still have an impact. In recognition of these changes, the Government of Quebec in 1987 entrusted the keys to training and workforce qualification to the various industry partners that had got together under the aegis of the Commission de la construction du Québec. The Commission Board of Management and the Committee on Vocational Training in the Construction Industry (the committee assigned to this issue by the Commission) quickly implemented reforms aimed at supporting the initial training of incoming workers, the learning of trades within the industry and the continued training of the workforce. The priority was life-long learning. At the time, the lack of initial training of a part of the workforce and the absence of any adequate follow-up to it pointed to major deficiencies with regard to existing workforce skill sets. Industry partners thus mobilized their resources to further train and upgrade their respective workforces.

Even though by 1987, the province was geared to provide guidance, development, direction and coordination for the vocational training of its workforce to ensure that it met both the industry's quantitative and qualitative needs, the financial support of these initiatives remained in the hands of provincial and federal departments.

The inadequacy of government programs to meet the construction industry's needs with respect to life-long learning was quickly identified. Each successive attempt at obtaining financing for ongoing training activities most invariably met with failure because of the wrong stakeholder being approached, the wrong program being suggested, conflicting objectives set by the various government authorities regarding the needs of the industry, or the steps required and resources available. The construction industry was just one of many industry sectors and was often not well known to the various governmental education resources.
By 1990, the industry partners were furthermore already anticipating a gradual government disengagement from active workforce training. Reforms being all but impossible, innovation was the key.

Consequently, it was in 1988 that the industry began collaborating with the Quebec Ministry of Education. It invested in the situational analysis of work, in supporting the development and validation of vocational training programs and the various relevant guides produced by the Ministry, in the implementation of training resources, as well as in the management of the various centres dedicated to the construction industry.

The inadequacy of government programs to meet the construction industry's needs with respect to life-long learning was quickly identified.

The vocational training centres of the public education system have thus become an indispensable tool to increase the industry's efforts in the field of life-long learning. These centres have been forced to react with more openness, more flexibility and more outright effort to ever-increasing workforce vocational upgrading needs. It had become urgent for the industry to remove obstacles and improve accessibility to life-long learning for an increasing number of workers. However, to link the industry needs with the existing training opportunities, a need linkage analysis system had to be put in place. In 1988, under the aegis of the Committee on Vocational Training in the Construction Industry, 26 professional subcommittees and 9 regional subcommittees composed of labour and employer representatives were set up to analyse the needs of the various trades for each of the identified regions. Since that time, some 400 persons working in the industry are called upon annually to contribute to this needs assessment system.

The vocational training centres of the public education system have thus become an indispensable tool.

In order to respond to this annual training needs analysis, the industry now benefits from training activities offered throughout the year (and during certain periods so as to take the seasonal activity of the industry into account) at some 50 vocational training centres within the public education system in the nine Quebec regions. Thus in 2001–02, some 1,240 different courses of 60 hours each on average were offered, covering all trades and occupations of the industry. Workers and employers are regularly informed of available activities and have access at all times to relevant information (through mailings and other means such as an info-training telephone service). It should be noted that training content is normally 75 per cent practical and/or technical. This training approach appeals to clients and ensures virtually immediate application in the workplace.

Adopting the Principle of Fund Mutualization

For life-long learning to profit all workers and meet the needs of businesses, it was necessary to resolve one issue. How do you convince enterprises of the merits of investing in the training of an employee when that person could then move to another company, even though the business could, in turn, recruit a new employee and profit from the previous training investment of another company? How could the characteristics of the construction industry (and the anticipated theoretical problems mentioned above) be taken into account when mapping out a solution?

It became apparent, after several proposals had been considered, that the solution would be to vest in each individual a right to training which would be transferable from employer to employer. This would eliminate all obstacles to access to life-long and collectively guaranteed training. In order to put the concept of life-long learning into practice and make it accessible to all, it seemed possible to borrow a form of mutualization of individual rights from the insurance industry. In 1990, a project aimed at creating a training fund was set up. This fund would allow the industry to affirm its willingness to assume responsibility for its life-long learning activities while creating a collectively managed individual right to training.

In 1992, three years before the adoption of the *Act Respecting Labour Relations, Vocational Training and Manpower Management in the Construction Industry* (also known as the "1 per cent law"), the parties negotiating the various collective agreements implemented a contribution of 10 cents per hour worked as of April 1993, and of 20 cents as of August 1993, with the aim of establishing a training fund for industry workers' professional development and skills upgrading. However, an injunction sought by the Association provinciale des constructeurs d'habitation du Québec (representing employers from the residential sector of the industry), submitted in April 1993, led to a safeguard order from the court, which froze all expenditures from the fund while maintaining employers' contributions. This effectively meant the fund would accumulate significant holdings, which would go from $6.9 million in 1993 to $63 million in 1997 and to $114.4 million by 2000. In April 1997, the court confirmed the legal standing of this fund's constitution.

Parties negotiating the various collective agreements implement ... a training fund for industry workers' professional development and skills upgrading.

In April 1997, an agreement among the non-residential sectors of the industry allowed the establishment of fund management committees for these sectors as well as fund utilization committees. Then, in December 1997, Bill 400 (*An Act to Amend Various Legislative Provisions Relating to the Construction Industry*) allowed the parties to "sectoralize" the funds, which led to the creation of two distinct funds within the industry: the Fonds de formation des travailleurs de l'industrie de la construction, for sectors other than residential, and the Plan de formation des travailleurs du secteur résidentiel, for that sector. At the end of 1998 and the beginning of 1999, expenditures were authorized by the non-residential fund management committee to cover various expenses incurred during different upgrading activities as well as for fees incurred by workers during their upgrading. For the residential sector, the new collective agreement signed in 1999 introduced a joint committee to manage the funds related to the upgrading of workers.

At the end of the 90's, the Committee on Vocational Training in the Construction Industry and the partners of the funds set ground rules regulating the use of these two funds with regard to the clients to be admitted, training activities to be supported, organizational arrangements to be maintained, training expenditures to be covered, as well as to reimbursements to be issued directly to clients in order to remove obstacles to worker participation in upgrading activities. Both training funds indeed offer reimbursements aimed at supporting worker participation in upgrading activities (such as reimbursements for travel and accommodation expenses). The general principle is to eliminate, where practicable, the costs of the worker participation in upgrading, be they registration fees (entirely covered by both training funds) or incidental fees (offset by reimbursements offered to workers). The objective is thus to collectively finance upgrading in order to facilitate, as much as possible, worker participation and to contribute, in the most efficient manner, to the development of practices and values conducive to the establishment of a culture of life-long learning.

Both training funds indeed offer reimbursements aimed at supporting worker participation in upgrading activities.

Jointly, the two training funds' management committees ensure the promotion of training activities and recommend to the Commission de la construction Board of Management the financing of the skills upgrading and job retraining program. This way, industry partners are always the decision-makers. Furthermore, under the terms of an agreement between Emploi-Québec and the Commission, participants in an activity contained in the offer of service of the Committee on Vocational Training in the Construction Industry can maintain, under certain conditions, their employment insurance benefits.

Overall positive results within a few short years

The number of participants in upgrading activities within a trade or occupation has increased markedly since 1996, as indicated in Table 1. Indeed, for the last year covered by the table, the equivalent of nearly 7 per cent of the industry's workforce was participating in upgrading activities.

Furthermore, a detailed analysis of the data reveals that the incentives offered to clients contribute in a very real sense to removing obstacles to access to training activities for those living in remote areas who often must travel great distances to obtain training. Indeed, not only was a regional increase in participation detected, but also an increase in the rate of participation in activities outside the region of residence. In real terms, 1,410 out of 7,310 workers were trained outside their own regions in 2001-2002.

It seems that the system for the management and provision of training has kept up with the increase in client volumes. An outstanding 90 per cent activity retention rate has been maintained, even taking into account the rapid increase in the number of registrations. Nine out of 10 workers who start an upgrading activity finish it. In the same vein, the Committee on Vocational Training in the Construction Industry has surveyed training participants to obtain information about their levels of satisfaction with the teaching staff, the accuracy and relevance of content, the quality of classrooms and equipment, and organizational arrangements (schedules, duration, season, etc.). On a scale ranging from a low of 1 to a high of 4, the average satisfaction level is 3.4.

Nine out of ten workers who start an upgrading activity finish it.

Table 1

Evolution of training attendance, 1996–2002

Year (July 1st to June 30th)	Individual attendances at training	Annual rate of increase
1996-1997	1,589	-
1997-1998	1,797	13%
1998-1999	2,284	27%
1999-2000	2,359	3%
2000-2001	3,502	48%
2001-2002	7,310	109%

Note: It should be noted that certain workers may have participated in more than one upgrading activity within a year and thus account for two participations that year. However, according to the Commission de la construction du Québec those workers account for less than 2 per cent of the yearly total for all years above indicated. We may thus assume that the increases correspond almost entirely to an actual increase in the number of workers. The Commission plans to draft a progress report, covering the first five years of fund implementation, to identify the annual turnover rate for workers who have participated in upgrading activities.

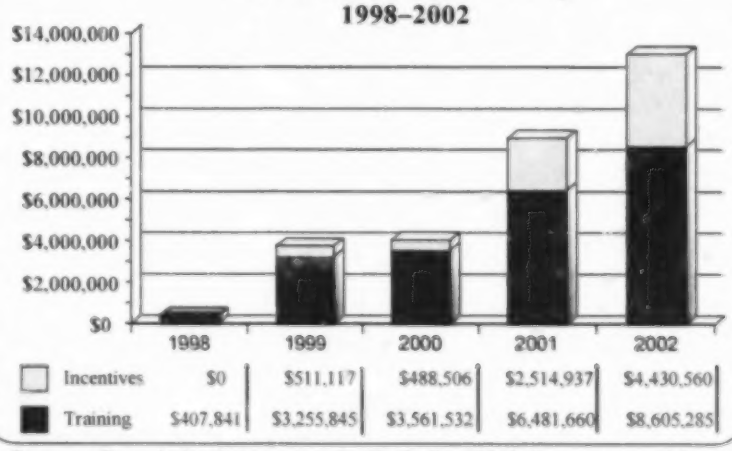
Source: Commission de la construction du Québec, 2002. *Rapport annuel de la direction de la formation professionnelle.*

Added to this are the reimbursements issued for the main fees incurred by clients.[6] These have a very positive impact on client participation, as evidenced by the increased rate of participation over the last few years. Participants receive their expense refunds quickly, in conformity with established guidelines, and those who request it are offered a cash advance management system. In 2002 for example, 6,879 workers (out of a total of 7,310 participants) were refunded their travel and accommodation expenses. The total of reimbursements for that year was $4.4 million, from a total slightly exceeding $13 million covered by the two industry training funds. In a nutshell, the mutualization concept has been gradually put into practice by industry stakeholders in order to induce the development of lifelong learning practices and ensure the long-term viability of the principle. The challenge for the next few years will be to maintain the interest for these practices in both workers and employers.

Total expenses incurred by the training funds for the upgrading of 517 groups in 2002 amounted to just over $8.6 million (see Chart A). This amount corresponds to the direct costs of training, namely human resources (teaching staff), support (attendants, secretary, academic advisor, etc.), material resources (raw and educational materials), equipment and tools.

Chart A

Expenses incurred by the Training Funds of the Construction Industry 1998–2002



Source: Commission de la construction du Québec, 2002. *Rapport annuel de la direction de la formation professionnelle.*

[6] These reimbursements are known within the industry as life-long learning incentives.

Conclusion

It is important to remember that the issue of workforce development has been prominent in Canada for a decade. The federal government and many provincial governments have intensified their calls for industry stakeholders to assume responsibility for this issue and to seek out the most suitable ways to tackle it. Stakeholders from various sectors have answered that call in different ways, ncluding, for example, the Canadian sectoral councils and Quebec sectoral workforce committees. It is our contention that stakeholders in the Quebec construction industry have answered the call in a unique manner by taking into consideration certain characteristics of their labour market and by taking advantage of the structural resources the industry has developed over the years (joint structures, collective resources, centralized bargaining, sectoral collective agreements, etc.).

It seems that the principle of pooling financial resources, referred to here as mutualization, has allowed, first, for the creation of the same obligation for all employers, irrespective of their size, neutralizing certain difficulties that might have caused a lack of financing for workers' training. In Quebec, the parties have agreed to inject, on an annual basis, 20 cents per hour worked, which represents slightly less than 1 per cent of the average hourly wage. This standard applies to all employers, the vast majority of whom are very small. It is worth mentioning that this self-imposed requirement is above and beyond the requirements of Quebec's so-called 1 per cent law which applies only to employers with annual payrolls in excess of $250,000, therefore affecting only 60 per cent of employers in the construction industry.

Secondly, this annual contribution has, second, generated important revenues allowing for the organization of a life-long learning system, which could not have come into being any other way. In other words, the stakeholders have appropriated a public good (the training system) and made it available to all employers and workers. Third, it may be said that appying the principle of mutualization has virtually created, for industry workers, a right to life-long learning that can be exercised in very favourable conditions. Workers are free to register for activities of their choice basically free of charge, based on a regional list of available courses (avoiding extensive travel) and tailored to the various trades.

Would this model be relatively easy to "export" to other sectors of the Canadian economy, or are its applications limited? It goes without saying that many of the structural characteristics of the Quebec construction industry are found nowhere else and are the result of a long historical process dating back to the *Act Respecting Collective Agreement Decrees of the 1930s*. Moreover, the principle of mutualization itself does not necessarily entail centralized bargaining, harmonized working conditions and so on. It does, however, require a certain formalization of the links between stakeholders in a given sector in order to oversee the regulation of this pooling of funds. We are aware that in Quebec, certain sectors and regions are already trying to apply the principle of mutualization within the framework of various workforce development projects under the aegis of Emploi-Québec and the Quebec Labour Market Board. In summary, although the principle of mutualization is still, for the time being, limited in the scope of its application, it inherently possesses a certain potential for growth within the Canadian economy and should be assessed by labour market stakeholders.

Workers are free to register for activities of their choice basically free of charge, based on a regional list of available courses (avoiding extensive travel) and tailored to the various trades.

Finally, let us conclude with a screening of the requirements set up by the partnership model per se. Although it has been key to the success of the Quebec construction industry up to this point, such a partnership remains an onerous process due to the number of parties involved and the consensus decision-making it requires. The model can increase the amount of time needed to come to a decision while ensuring better dissemination, better adherence by stakeholders and better reflection of employer and worker realities. By the same token, partnership can occur only in a healthy environment, or else there is little to gain from continuing the exercise. In this respect, the state of labour relations has been rather good within the Quebec construction industry over the last decade, but this has not always been the case. Modus vivendi is essential to the management of the training system implemented, and is likely an important variable to keep track of over the coming years.

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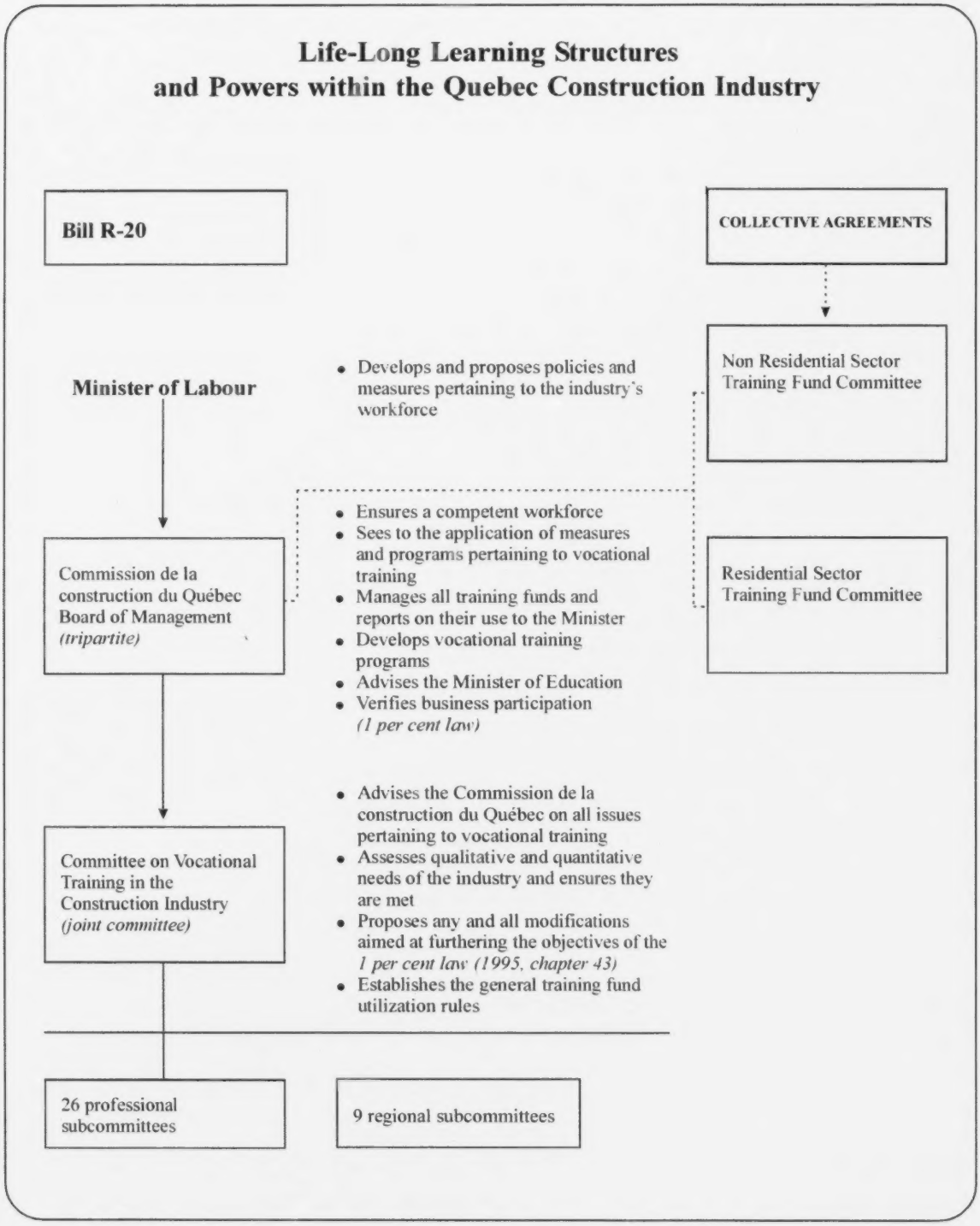
Life-Long Learning Structures and Powers within the Quebec Construction Industry



Job Quality
in the Non-Profit Sector

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Job quality is an important consideration in terms of financial security and quality of life. In Canada, approximately 60,000 non-profit organizations (excluding religious organizations and quasi-governmental organizations, like hospitals and schools) employ paid workers, providing jobs for almost 900,000 Canadians (1999 data). Overall, the non-profit sector accounts for a significant share of employment in Canada. In relative terms, paid employment in the sector is comparable to total employment in Newfoundland and Labrador, Nova Scotia and New Brunswick, or to total employment in the construction, mining, and oil and gas industries. In short, the quality of the jobs offered by non-profits has a very direct impact on the well-being of many Canadians. And, from an ethical perspective, one might add that if non-profit organizations are mandated to work towards such goals as community health, quality of life or individual well-being, the best place to start is at home by offering competitive wages, good benefits and reasonable hours of work.

The objective of this paper is to provide a comparative overview of selected job quality measures across the non-profit, for-profit and quasi-government, or "quango," sectors of the economy. The analysis is a step forward in constructing a complete picture and provides much-needed breadth of perspective on employment in the sector.

Dimensions of Job Quality

There is no single indicator of job quality since a wide range of factors go into making a "good job." Table 1 provides an overview of eight dimensions, along with key indicators, that could be used to measure job quality.

Extrinsic rewards are certainly an important aspect of job quality, as earnings, non-wage benefits and security are determinants of the financial well-being of employees and their families. The underlying social and psychological dynamics of the workplace, the workload and scheduling of hours are other important dimensions.

Job quality might also be defined in terms of the opportunities that employees have to participate in decisions that affect their job or workplace and the presence of a culture of openness and information sharing. Likewise, job design is a consideration, particularly the degree to which employees have autonomy and control over their work, feedback on their work, and adequate resources to do their job. The opportunity to develop and use one's skills and abilities is another important dimension of job quality, with relevant indicators including access to formal training, opportunities for on-the-job learning, and prospects for promotion and career advancement. Finally, health and safety is a critical consideration.

Table 1

Dimensions of Job Quality

Extrinsic Rewards
- Earnings
- Benefits
- Job security

Intrinsic Rewards
- Interesting work
- Sense of accomplishment
- Use of creativity and initiative

Employment Relations
- Respect
- Communication
- Trust and commitment
- Fairness

Hours and Scheduling
- Work hours, including overtime
- Flexibility
- Work-life balance

Organizational Structure
- Employee influence
- Participation in decision making
- Information sharing

Skill Use and Development
- Training and learning opportunities
- Opportunities for promotion
- Use of technology

Job Design
- Autonomy and control
- Feedback
- Resources

Health and Safety
- Physical work environment
- Physical demands of job
- Psychological demands of job

Source: Lowe, Graham S. (2000). *The Quality of Work: A People-Centred Agenda.* Toronto: Oxford University Press.

Working Arrangements

Overall, compared to the for-profit and quango sectors, larger proportions of paid employees in the non-profit sector are employed on a temporary or part-time basis. Temporary employment is especially common in non-profit health, education and social services, and in culture, recreation and associations. The share of part-time employees who would prefer to work more hours is comparable across the non-profit, for-profit and quango sectors. Unpaid overtime is prevalent in the non-profit sector, although it is not unique in this respect. Indeed, considerable shares of managers and professionals across the labour force work unpaid hours of overtime.

Higher proportions of both men and women in the non-profit sector have flexible work arrangements compared to workers in other sectors. Such flexibility can suit the needs of both employers and employees. But there can be a downside in that the prevalence of such jobs has important implications for job security, benefit coverage and annual earnings.

Earnings

Average hourly earnings of managers, professionals and technical/trades workers in the non-profit sector lag behind their counterparts' in the for-profit and quango sectors. This gap can translate into substantial earnings differences on an annual basis. Another way of comparing earnings across sectors is to rank earnings of individuals in each occupational group. Here, we find that managers and professionals in the non-profit sector stand out as being over-represented at the bottom of the earnings distribution, and under-represented at the top. Since the incidence of temporary and part-time employment is relatively higher in the non-profit sector, employees are more likely to work fewer total hours during the year, further increasing the earnings gap on an annual basis.

Variable pay—pay systems that link individual pay to performance—is becoming increasingly prevalent in the for-profit sector. Such systems are far less common in the non-profit sector. A number of factors may account for this, such as concerns among non-profit managers and board members regarding public perceptions; legal strictures against commissions or bonuses for fundraising; lack of objec-

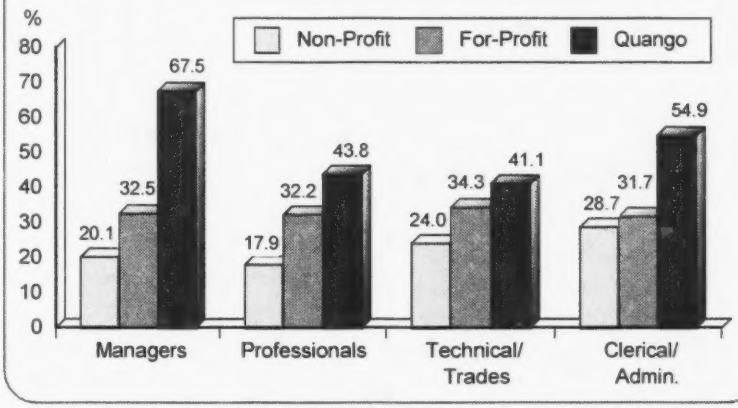
tive measures on which to base variable pay; and managerial or board perceptions that incentive pay is inconsistent with the non-profit organization's mandate or mission. That being said, some organizations do have merit or incentive systems in place, although evidence suggests that these are often very small, amounting to token recognition of effort and performance.

Access to Benefits

Earnings are only one part of the overall compensation package. Another important part consists of benefits like supplemental medical insurance, dental plans, life and disability insurance, employer-sponsored pension plans, group registered retirement savings plans, and supplemental employment insurance. Offering such benefits often entails a cost to employers and so will vary from employer to employer. Furthermore, not all employees will choose to participate in some benefit programs if participation is optional and they have coverage through a spousal plan, for example. Indicators based on the rates of participation in benefit plans can therefore provide only an approximation of the extent to which employers offer such benefits to their employees. Only a minority of non-profit employers offer benefits, ranging from about 38 per cent in the case of supplemental medical insurance and about one-third for dental plans, to close to 30 per cent for employer-sponsored pension plans or group registered retirement savings plans and 6 per cent in the case of supplemental employment insurance.

Chart 1

Percentage of Employees in Top Third of the Occupational Wage Distribution, by Sector and Selected Occupations



Source: Based on data from the *Workplace and Employee Survey*, 1999.

The vast majority of non-profit workplaces are small, having fewer than 10 paid employees. It is these small workplaces that are least likely to provide benefits to their employees. Most non-profit employees work in larger workplaces, however. Therefore, the percentage of paid employees in the sector who are covered by non-wage benefits is considerably higher than the percentage of employers offering such benefits.

Slightly more than half of employees participate in supplemental medical insurance, dental plans, and disability/life insurance plans, and over 60 per cent participate in an employer-sponsored pension plan or group registered retirement savings plan.

The non-profit sector scores higher on this dimension of job quality than the for-profit sector. This is especially the case for larger employers (20 or more paid employees). The non-profit sector is also more likely to offer such benefits to part-time or temporary workers, although the participation rate of this group of workers remains low, at just over 25 per cent.

Employers in non-profit health, education and social services, where many of the

larger employers are located, are most likely to provide benefits, while employers in culture, recreation and associations and in "other non-profit" sectors are less likely to do so.

Job Satisfaction and Satisfaction with Pay and Benefits

In the literature on non-profit employment, attention is often drawn to the intrinsic rewards that individuals derive from working in the sector. It is argued that while wages may be low, other factors—such as the opportunity to make a contribution to the community or to help others—provide an incentive for individuals to work in the sector. The opportunity to have flexible work arrangements may also be one of the intrinsic benefits.

Overall, about two-thirds of employees of non-profits reported that they were satisfied with both their job and their pay and benefits. This is similar to the percentage in the quango sector and slightly less than that in the for-profit sector. However, the gap between the non-profit sector and the other two sectors is considerably larger in the case of workers aged 45 years or more. In the non-profit sector, only 63 per cent of employees in this group were satisfied with both their pay and benefits, compared to 75 per cent in the for-profit sector. Close to 3 in 10 non-profit employees aged 45 years or older were satisfied with their job but dissatisfied with their pay and benefits.

Table 2

Level of Job Satisfaction Reported by Paid Employees by Sector, Gender and Age Group, 1999

	Very satisfied	Satisfied	Dissatisfied/ Very Dissatisfied
All Employees			
Non-profit sector	33.4	52.6	13.9
Quango sector	37.5	54.3	8.2
For-profit sector	34.7	55.0	10.4
Male Employees			
Non-profit sector	30.9	57.5	11.6
Quango sector	44.3	46.5	9.2
For-profit sector	34.7	54.9	10.4
Female Employees			
Non-profit sector	34.3	51.0	14.7
Quango sector	34.1	58.1	7.7
For-profit sector	34.6	55.0	10.3
Less than 35 years			
Non-profit sector	23.5	66.3	10.2
Quango sector	34.0	56.2	9.9
For-profit sector	30.2	57.4	12.3
Aged 35 5o 44			
Non-profit sector	32.6	52.3	15.1
Quango sector	35.2	56.9	7.8
For-profit sector	36.4	54.3	9.3
Aged 45 or older			
Non-profit sector	43.0	48.2	8.8
Quango sector	40.5	52.6	6.9
For-profit sector	38.2	52.8	9.0

Source: Based on data from the *Workplace and Employee Survey*, 1999.

Conclusions and Implications

The relatively higher incidence of temporary and part-time employment in the non-profit sector is consistent with an interpretation that many non-profit organizations rely on these types of employment to cope with financial uncertainty and instability. Organizations unsure of their funding on a year-to-year basis are not in a position to offer their employees permanent or full-time employment.

The relatively high incidence of part-time employment may offer advantages both to employees who are seeking to balance work and family responsibilities and to employers. The fact that the sector consists largely of women supports this theory, as does the fact that about two-thirds of part-timers do not want additional hours of work. However, individuals' needs for such flexibility vary throughout their working lives. Do many individuals seek work in the non-profit sector during the years when they have the heaviest family responsibilities, only to switch jobs later on, once those responsibilities begin to lighten? This question raises retention issues for employers. The higher rate of dissatisfaction with pay and benefits, in spite of being satisfied with the job overall, among individuals aged 45 years or older suggests that some, at least, may be re-evaluating the trade offs.

Many paid employees in the non-profit sector are women, many of whom have postsecondary credentials. Statistics suggest that a lot of these women have strong project management and organizational skills, as well as a commitment to providing a "public good." Employers in the quango and government sectors tend to employ individuals with these same characteristics. This means that in the years ahead, non-profit employers will likely be competing with quasi-public and public sector employers for the same pool of labour.

Job quality is important both in terms of retaining employees currently working in the sector and in terms of recruiting new employees. For job seekers assessing whether or not non-profit organizations are "employers of choice," the lower earnings potential is likely to be a serious drawback.

But, while the non-profit sector is unique in some respects, it is not in others. Downsizing, restructuring and budgetary constraints have had impacts on employees across the private, quango and public sectors as well, and long hours and heavy workloads are widely reported. Perhaps more than any other sector, the non-profit sector is human-resource intensive. It is vital, then, that the sector continue to build solid knowledge and understanding of the nature of the work and the characteristics of employees in the sector. Moreover, it is critical to have an accurate assessment of what its human resource needs will be in the future, as well as of the needs that workers bring to their jobs. This kind of information is crucial for managing the challenges of retention and recruitment and for improving working conditions in the sector.

Document No. 2 CPRN Research Series on Human Resources in the Non-Profit Sector, dated January 2003, summarized here, is available at http://www.cprn.org or on request at (613) 567-7500.

Fire Prevention Week

OCTOBER 5–11, 2003

Julie Robillard
Communications, Labour Program
Human Resources Development Canada

sparky

When Fire Strikes:

Get out! Stay out!

Accidental fires in the workplace cause injury, death and loss of livelihood to thousands of Canadians. As well, workplace fires cost businesses millions of dollars in property losses, costs that are often not recoverable. Such losses are avoidable by applying basic fire prevention controls and emergency preparation measures. Most accidental fires in the workplace are a result of employer or employee negligence or both.

Fire Prevention Week runs from October 5–11, 2003. The theme this year is, "*When Fire Strikes: Get out! Stay out!*". This message tells us that when your smoke alarm goes off at home, you leave right away using one of your planned escape routes and do not return inside for any reason. Your planned escape routes should always include two ways out of every room and an outside meeting place.

Every year, the Labour Program of Human Resources Development Canada and Fire Prevention Canada join forces for Fire Prevention Week. Raising fire safety awareness and decreasing the number of deaths, injuries and property losses caused by fire is the goal. The history of the fire prevention movement has its roots in the Great Chicago Fire of October 9, 1871. This tragic blaze killed more than 250 people and destroyed more than 17,400 structures in less than 27 hours. The Great Chicago Fire, coupled with the blaze on Parliament Hill in February 1916, helped increase awareness of fire prevention in Canada and led to the first annual Fire Prevention Week in 1923.

The Labour Program encourages compliance with national and international fire prevention and fire protection standards for federal government departments, First Nations and certain Crown Corporations. However, protecting all Canadians from the consequences of fire is a responsibility shared by all levels of government and by all Canadians.

In 2000, a total of 53,720 fires were reported,[1] involving 327 deaths; 2,490 injuries; and a total of $1,185,233,793 in property losses.

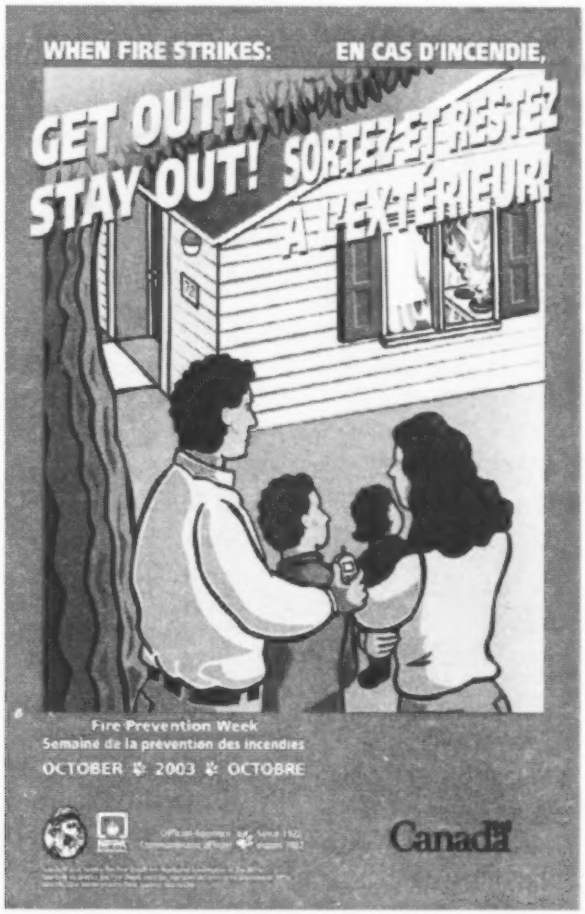
[1] Annual Report 2000, Fire Losses in Canada, Council of Canadian Fire Marshals and Fire Commissioners.

Residential properties continue to account for the largest number of fires. In 2000, there were 21,206 fires in this category, 39 per cent of the Canadian total. These incidents resulted in 243 deaths or approximately 74 per cent of the nation's fire fatalities. The monetary loss amounted to $529 million, or 45 per cent of the total loss.

The property classification showing the second largest number of fires was "Special property and transportation equipment," where 19,126 fires were reported, accounting for approximately 36 per cent of the overall Canadian total. For under ground transport vehicle, 11,352 incidents were reported, amounting to a dollar loss of $72 million. The total dollar loss for the "Special properties and transportation equipment" classification was $137 million.

The following three groups lead the list of number of reported fires and property dollar loss: "Smoker's Material and Open Flame" with 19 per cent of the fires and a dollar loss of $207 million, "Cooking Equipment" with 10 per cent of the fires and losses of $69 million, and "Heating Equipment" with 9.0 per cent of the fires and losses of $97 million.

Fire Prevention Week is an example of a successful partnership between different groups with common interests and goals. Teaching and practicing prevention is the first step in decreasing the dangers of fire. Educational and awareness programs are working; however, we still have a long way to go.



Selection of Recent Changes in Canadian Labour Laws

Adopted Bills, Regulations and Other Statutory Instruments

MICHEL GAUVIN, CHARLES PHILIPPE ROCHON and **ANNICK DELISLE**
Strategic Policy and International Labour Affairs
Labour Program, Human Resources Development Canada

British Columbia: *Community Services Labour Relations Act*; Bill 61 Assented to May 29, 2003; in force June 20, 2003

The purpose of the *Community Services Labour Relations Act* is to establish a more streamlined labour relations structure in the social services sector. More specifically, the *Act*:

- Gives the Community Social Services Employers' Association (CSSEA) exclusive authority to bargain on behalf of agencies that are members of CSSEA whose employees are unionized, and to bind them by a collective agreement.
- Creates an association of unions composed of all trade unions representing employees of an agency, who are included in any of the bargaining units established for the community social services sector.
- Provides for an agreement on articles of association for the association of unions, subject to the approval of the Labour Relations Board, which has the power to determine provisions to be included in the agreement in specified circumstances.
- Establishes a bargaining unit for each of the three broad service areas in the community social services sector for the purpose of collective bargaining between the CSSEA and the association of unions (i.e. community living services, aboriginal services, and general services, including child and family services, women's services and other social services), and provides that the Lieutenant Governor in Council may consolidate the bargaining units into a single unit.
- Provides that the Minister of Skills Development and Labour may direct the Labour Relations Board to conduct a vote to designate a union that will represent all of the employees in the respective bargaining units, despite the provisions dealing with the association of unions.
- States that a collective agreement may not prevent an agency from using volunteers, unless this would result in the layoff of an employee, or limit the government or an agency from entering into a contract with a family home provider (i.e. a primary home care provider to a person, who does not provide care to more than three persons at any time).
- Specifies that an arbitrator or the Labour Relations Board must not declare a person who provides services under a contract between the government and an agency, or is an employee of an agency, to be an employee of the government unless that person is fully integrated into its operations and is under its control and direction.

New Brunswick: Minimum Wage Increase Announcement; Official News Release, August 1, 2003

Margaret-Ann Blaney, Minister of Training and Employment Development, announced an increase in the minimum wage from $6.00 to $6.20 an hour, effective January 1, 2004. This is the first in a series of increases slated to take place during the current provincial government's mandate, which will bring the minimum wage to $6.60.

Northwest Territories: *An Act to Amend the Public Service Act*; Bill 14; Assented to June 13, 2003

This Act will amend the *Public Service Act* to add new equal pay provisions and related enforcement mechanisms.

Equal Pay for Work of Equal Value

Under new equal pay provisions, an employer will be prohibited from establishing or maintaining pay rate differences between male and female employees who perform work of equal value in the same establishment. Three groups of public-sector employees—teachers, employees of the Northwest Territories Power Corporation and the group comprised of all other employees of the public sector—will each be deemed to be an "establishment" for the purpose of these provisions.

The *Act* will allow a difference in rate of pay that is attributable to a seniority or merit system; a system that measures earnings by quantity or quality of production or performance; a compensation or hiring system that recognizes the existence of a labour shortage or of regional differences in the cost of living; a downgrading, reclassification or demotion process or system; or a temporary rehabilitation or training program. Such systems, processes or programs will only be valid as long as they do not discriminate on the basis of sex.

The criteria used to assess the value of the work performed by different employees in the same establishment will be the composite of the skill, effort and responsibility required to perform the work and the conditions under which the work is performed.

Equal Pay Commissioner

An Equal Pay Commissioner (EPC) will be appointed, on the recommendation of the Legislative Assembly, to receive and investigate complaints, assist parties[1] in resolving them, prepare investigation reports and promote awareness and understanding of equal pay issues. An EPC's appointment will be for a term of four years, during which he/she may only be suspended or removed from office for cause or incapacity. The *Act* also allows for the appointment of an acting or of a special Equal Pay Commissioner in specified circumstances.

An employee will be allowed to file a written complaint with the EPC within two years after the last occurrence of circumstances giving rise to the complaint. Following receipt of a complaint, the EPC will be responsible for conducting an investigation in the course of which he/she may request any person to produce documents and/or provide other relevant information. The EPC will be able to apply to the Supreme Court of the Northwest Territories for an order requiring a person to comply with such a request.

Within six months after receiving a complaint, the EPC will have to send an investigation report to the parties, including recommendations regarding the resolution of the complaint.

[1] The *Act* defines "party" as an employee who files a pay discrimination complaint, his/her employer, and "any employees' association that is a party to a collective agreement that provides for the pay that is the subject of the complaint."

Arbitration

It will be possible for any party to submit the complaint, with the investigation report, to an arbitrator within six weeks after receiving the report. The arbitrator, whose costs will be paid by the EPC, will then hold an arbitration hearing. Where the arbitrator determines that a contravention of the *Act*'s equal pay provisions has occurred, he/she may, in an award, make one or more directions against the contravening employer: to cease the contravention; to refrain in the future from committing the same or a similar contravention; to make available to any affected employee any rights, opportunities or privileges that were denied because of the contravention; to compensate any affected employee for all or part of any pay lost up to three years prior to the date on which the complaint was filed with the EPC; to pay up to $10,000 as exemplary or punitive damages where it has acted wilfully or maliciously, or repeatedly contravened the equal pay provisions; and to take any other action to place an affected employee in the position he/she would have been in but for the contravention. In addition, the arbitrator may, in certain circumstances (e.g. frivolous or vexatious complaints), order a party to pay some or all of the costs of another party.

Any party will be allowed to appeal a decision of an arbitrator to the Supreme Court of the Northwest Territories within six weeks after the award is delivered to the appellant.

Coming into Force

This Act will come into effect on a date to be set by the government of the Northwest Territories.

Nova Scotia: Regulations under the *Occupational Health and Safety Act*; N.S. Regs. 149/2003 to 153/2003; Royal Gazette, Part II, of August 22, 2003

These Regulations bring changes in the field of mine safety.

The provisions of the *Occupational Health and Safety Act* repealing the *Coal Mines Regulation Act* and the *Metalliferous Mines and Quarries Regulation Act* will be proclaimed in force as of November 8, 2003. On the same date, the regulations respecting occupational health and safety made under those two acts will also be repealed.

The province has approved new *Underground Mining Regulations* under the *Occupational Health and Safety Act*. The *Regulations* define the duties and responsibilities of employers and employees in underground mines. They also establish training requirements and qualifications for mine workers and the technical specifications for the safe operation of mines. They will take effect on November 8, 2003.

Ontario: *Terms and Conditions of Employment in Defined Industries—City of Toronto Public Transit* under the *Employment Standards Act, 2000;* Ontario Regulation 294/93; Gazetted July 26, 2003

This Regulation modified certain terms and conditions of employment, provided by the *Employment Standards Act, 2000*, with respect to employers and employees in public transit services in the City of Toronto for the period from July 29, 2003 to August 5, 2003. Under these temporary terms and

conditions of employment, an employer was allowed to permit an employee to work any number of hours in excess of the daily and weekly limits specified in the Act (i.e. s. 17 (1), (2)), provided the employee agreed to work those hours and did not work more than 78 hours in a week. The *Regulation* also allowed for the minimum 11 consecutive hours free from performing work in each day to be reduced to 8 consecutive hours.

For additional information on recently adopted or proposed changes to Canadian Labour Laws, please visit the Labour Program Website at:

http://labour-travail.hrdc-drhc.gc.ca

and click on "Canadian Labour Law Information."

Readers' Corner

Michèle Auger, Fred Longley and Edward Popoff
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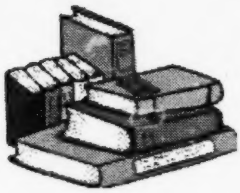

Adapting to Workplace Change

Harvard Business Review on Building Personal and Organizational Resilience. Boston, Mass.: Harvard Business School Press, 2003.
HRDC HD49 H37

In today's rapidly changing workplace, resilience has become a highly desirable trait sought in employees. This collection of articles examines the characteristics of resilience, which apply to both individuals and organizations. Techniques are offered to solve problems when the usual decision-making tools are lacking, and to improvise quick responses to crisis.

Hiatt, Jeffrey M. **Employee's Survival Guide to Change: the Complete Guide to Surviving and Thriving during Organizational Change.** Loveland, Colo.: Prosci Research, 2002. Rev. ed.
HRDC HD58.8 H52 2002

This handbook describes the process of change and the role of the employee in it, and provides a set of practical tools—the ADKAR model—to help the employee manage change and attain personal and professional advancement. The model has five elements: awareness of the need for change; desire to make the change happen; knowledge about how to change; ability to implement new skills and behaviours; and reinforcement to sustain the change.

McLagan, Patricia A. **Change Is Everybody's Business.** San Francisco, Calif.: Berrett-Koehler, 2002.
HRDC HD58.8 M345

This practical guide aims to help the development of an outlook and techniques to thrive in change. Everyone in an organization has the power to be an active participant in change. The author examines the beliefs, character traits and actions that will help the reader take advantage of change rather than fearing and resisting it.

Williams, Allan P.O., Sally Woodward and Paul Dobson. **Managing Change Successfully: Using Theory and Experience to Implement Change.** London: Thomson. 2002.
HRDC HD58.8 W54

The authors advocate an active learning approach to assist in change implementation. They encourage review and revision of assumptions about change management by testing them against the experiences in the case studies provided and a sample of theories from the literature, and with one's fellow workers. This book discusses the critical competencies for change management, and offers insights in gaining the cooperation of others and in alleviating the stress of change.

Winters, Mary-Frances. **Only Wet Babies Like Change: Workplace Wisdom for Baby Boomers.** Chantilly, VA: Renaissance Publishers, 2002.
HRDC HD58.8 W56

For the large cohort of baby boomers, who began working in the stable industrial age and are now at mid- or end-career, the substantial and ongoing workplace changes of the knowledge era have often been difficult. This book is intended to help boomers rethink their concept of work and learn new skills to deal with change. Practical advice is combined with insights on tapping into personal strengths to embrace rapid change.

NOTES

1. *For other available references in French language only, see the French version of the Workplace Gazette / Gazette du travail.*

2. *Human Resources Development Canada employees can borrow these items from the Departmental Library. Others can borrow them through their own library.*

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Yesterday and Today

Suzanne Payette
Workplace Information Directorate
Labour Program, Human Resources Development Canada

Escalator Provisions and Cost-of-Living Adjustments

Fifty Years Ago...

In September 1953, the last cost-of-living index was published. It was replaced by a consumer price index which was divided into specific groups: food, shelter, clothing, household operation and other commodities and services. The Bureau of Statistics prepared a statement designed to assist those facing the problem of converting escalator clauses in wage contracts from the use of the cost-of-living index to the use of the consumer price index. The problem of converting escalator clauses to the use of consumer price index was basically one of calculating point changes in both indexes that amount to the same percentage change. Because the indexes were at different levels, a given number of points in the cost-of-living index were equal to a smaller percentage than the same number of points in the consumer price index. While a detailed methodology was proposed with comparisons for both methods, it was also pointed out that matters pertaining to wage adjustments were determined between the parties concerned, and that the adoption, modification or rejection of the proposed method was indeed a matter of negotiation.

Today...

Collective agreements still include cost-of-living adjustment provisions (COLA). In periods of rapid and prolonged inflation, unions strive to negotiate COLA provisions that provide wage adjustments based upon increases in the consumer price index. Management will usually try to resist such provisions because of its inability to predict the cost of wages over the life of the agreement when planning for total production costs. Nevertheless, COLA provisions were included in a number of collective agreements in the 1970s and 1980s with a peak in the number of agreements with such provisions in 1981 (close to one third of agreements). The same year also recorded a peak in the annual average adjustments in agreements with and without COLA. In the 1990s, the number of agreements with inflation protection provisions has dwindled and now represents approximately 10 per cent of agreements. In addition, because of the various formulae used to trigger adjustments and the size of the adjustments, the actual adjustments resulting from such provisions are fairly small. However, should inflation become erratic or continue on an upward trend, the now dormant COLA clauses could become a major wage adjustment mechanism.

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Information sur les milieux de travail

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Wage Settlements Bulletin

A monthly publication providing the most up-to-date information and analysis of major wage developments in collective bargaining in Canada. The Bulletin is a valuable and recognized reference source providing statistical and analytical information illustrated with useful charts and tables on recent wage developments. The aggregate data and details are published in the following groupings: public and private sectors, regions and jurisdictions, and major industry groups. **Subscription**: Canada, 1 year: $220 or 2 years: $400 plus 7% GST; other countries, 1 year: US$220 or 2 years: US$400 (available by e-mail and mail).

Workplace Gazette

A quarterly publication providing data on wage adjustments from major collective bargaining settlements in Canada by public and private sectors, by region, by jurisdiction and by major industry; detailed analysis of selected provisions in major agreements; a chronological perspective on work stoppages; and, information on innovative workplace practices resulting from collective bargaining. It also features articles and case studies on pertinent industrial relations matters. **Subscription**: Canada, 1 year: $140 or 2 years: $250 plus 7% GST; other countries, 1 year: US$140 or 2 years: US$250 (available by mail only).

Collective Bargaining Bulletin

A monthly publication containing timely information based on recently signed major collective agreements in Canada. The publication focuses on summaries of changes to wages and benefits in selected settlements, the status of key negotiations as well as data on work stoppages. Also included is a list containing major settlement reports currently available on the Negotech database. **Subscription**: Canada, 1 year: $65 or 2 years: $110 plus 7% GST; other countries, 1 year: US$65 or 2 years: US$110 (available by e-mail and mail).

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